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ISEE COVID

**Leveraging Viet Nam's Social Impact Business Ecosystem
in Response to COVID-19 (ISEE-COVID Project)**

ANNUAL PROGRESS REPORT 2024 & FINAL REPORT

(From 1 January 2024 – 31 December 2024)

Submitted to Global Affairs Canada (GAC)

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I. EXECUTIVE SUMMARY

1. Short Project Description

Project Title	Leveraging Viet Nam's Social Impact Business Ecosystem in Response to COVID-19 (ISEE-COVID)
Project's locations	Viet Nam (nationwide), Thua Thien Hue, and Cao Bang province for the policy experimentation for creating the local SIBs ecosystem
Donor	Global Affairs Canada
Start date:	November 2021
End Date:	April 2025
Implementing Partner:	UNDP
Responsible Party:	Agency for Enterprise Development, Ministry of Planning and Investment
Total budget spent in 2024	CAD 769,573, including: CAD 993,026 (total costs in FY 202-4 work plan) CAD (222,336) (total amount carried over to 2025)
Total resources spent at the end of 2024	CAD 2,256,873 (total costs for period 2021 - 2024)
Of which: GAC funds:	CAD 2,357,016
UNDP in kind contribution in 2024:	CAD 12,904 (not included in above, by Staff' salary)
Ultimate Outcome	Increased resilience to COVID-19 of vulnerable groups, including women and girls in Vietnam, through support to SIBs and the supporting ecosystem.
Intermediate Outcome	Outcome 1: Improved effectiveness of SIBs, especially those led by women, to address the social and gendered impacts of COVID-19 and help achieve the SDGs.

	Outcome 2: Strengthened gender-responsive, inclusive, and regulatory environment to support the resilience of SIBs, especially those led by women and vulnerable groups.
Revenue received	3,000,000 CAD (until 31 December 2024)
UNDP Contact person	Ms. Do Le Thu Ngoc, UNDP Assistant Resident Representative, Head of Inclusive Growth Unit, UNDP Viet Nam; Email: do.le.thu.ngoc@undp.org

Project description: The project aims to enhance the resilience of SIBs in Viet Nam and contribute to reducing the impact of COVID-19 on vulnerable groups, especially women and girls. The project will focus on two primary objectives: (i) improving the effectiveness of SIBs, especially those led by women and vulnerable groups, to address the social and gendered impacts of COVID-19 and to accelerate the achievement of the SDGs; and (ii) strengthening the regulatory environment for SIBs to be more gender-responsive, inclusive and transparent, thereby supporting the resilience of SIBs to COVID-19 impacts, with a particular focus on SIBs that are led by women and vulnerable groups. In particular, it will continue to: (1) improve the capacity of SIBs themselves; (2) build the capacity of and coordination between SIB intermediaries, and (3) strengthen government policy-making capacities towards SIBs.

The project will continue to apply three main approaches for all activities. The project will adjust the COVID-19 response approach to post-pandemic responsive system: Improve the resilience and adaptation of SIBs and other ecosystem stakeholders to respond to the situation post-pandemic; (2) Ecosystem-based: Improve the capacity of key stakeholders and strengthen their connections in the ecosystem and (3) Experimental: experiment innovative and new solutions in all project's Outputs, including supports for SIBs, network, and policy process;

Cross-cutting: Gender equality, social inclusion, environmental protection and climate change issues will be integrated into the project cycle management, from study/assessment, planning, implementation, monitoring, evaluation and learning by the project and relevant stakeholders.

2. Key achievements and Outcomes

2.1. Summary:

2.2. Brief descriptions:

2.2.1. On supporting SIBs

For early-stage SIBs:

Need-based business development training and networking events were organized for over 100 SIB members of SIB Hub, included:

- **SIB Hub Training on Leadership for SIB Leaders:** to solve the struggles of SIB women leaders, especially from disadvantaged groups, in leadership, a training series was organized for 62 SIB leaders (39 women, 5 persons with disabilities, and 2 ethnic minorities), using John Maxwell's three stages of leadership development. The training included online sessions, an in-person boot camp, and a follow-up session. It successfully helped SIB leaders overcome personal barriers, lead business growth, inspire, and build cohesive teams. Participants rated the training highly, with 60% showing significant leadership improvement and 33.3% showing partial improvement after the course.
- **One-Day Fair for SIBs in Hanoi.** A fair for 41 SIBs members of SIB Hub (73% women, 1 gender-diverse, 2 people with disabilities, and 1 ethnic minority) was organized, created a good chance for SIBs apply knowledge and skills on Trade Promotion Skills and Attending Trade Fairs from 2023 training, showcase impact products, and expand SIB Hub networks. Various activities at the fair attracted many tourist visitors and buyers. Total sales reached approximately 32,900,000 VND.
- **The “SIB Connect Market” program** was implemented to bring ideas from the SIB Connect Event 2023 to life, to enhance collaboration among SIB-supporting organizations and SIBs, increasing market access through four sub-projects: SIB Tour, SIB Gift, SIB Finance Cooperative, and SIB Cross Selling.
- **SIB Export.** Two agricultural SIBs, FUWA and Maypaperflower Co., Ltd., were supported to enhance their business strategies, models, products, and market expansion for improving their export capacity through 08 coaching sessions on topics: Market Research, Business and Branding Strategies, Summary and Reporting, International Certification, and Trade Fair Consultation, provided by Avantar and EKN. Both SIBs were satisfied with the coaching and will continue refining their products and business models to target export markets.

- **SIB Signature and SIB Tour.** TOP 30 SIBs were selected for training and coaching to develop their markets knowledge, skills, and increase their collaborate with SIB ecosystem. Among them, 08 outstanding SIBs (50% SIBs led by women, 12.5% led by disadvantaged groups) were chosen to participate in the Gift and Tour programs, provided by EKN and VNSE. After 03 months, two new product packages, jointed by 08 SIBs joined for Tinh Hoa Dat Me Gift product set and 03 SIBs jointed for 01 SIB Ban Sac Viet Experience Tour were completed. In addition, 01 livestream session, 02 fairs, and 05 direct sale points were also organized to support for the program. The effectiveness of SIB Gift and SIB Tour package is needed more time to monitor and assess.
- **Piloted SIB Tea Gift and SIB Journey products and Grow member network** by EKN. A new initiative "Green Gifts," providing mid-meeting tea and catering services, using SIB products were established, provided for 10 events by using products from 28 SIBs. To grow the member network, 12 online network meetings and 1 Journey of Green Market (with the participation of 13 SIBs) were organized, created 879 business opportunities and 195 sales revenue or cost-saving opportunities were created for SIB network members and external business partners. That helped the active EKN members (paying network fees) increasing to 32 participants (45% women and vulnerable groups), and member of Zalo network to 250 participants.
- **SIBs GO TO MARKET 2024. A new network for SIB in Southern provinces** by TAC for 100 SIBs through training in digital marketing, e-commerce (50% SIBs are led by women, gender diverse and ethnic minorities). Among them, 30 SIBs received 30 ZNS message support packages (30,000 free messages per SIB per package, and 6 months of advanced Zalo OA account), valued nearly 500 million VND. An Innovation Tour was organized, offering collaboration opportunities with global entities like Amazon, and providing personalized coaching and consulting for 20 SIBs, with 91% satisfaction with the coaching services. The program concluded with the SIB Connection Day event, where 50 SIBs had the opportunity to showcase their products and services, connect with potential investors, and pitch for investment.

For Growth Stage SIBs:

- **B Business Competition to foster collective solutions by both SIBs and Lead firms** to address societal and environmental challenges of large enterprises and enhancing

connections between SIBs and pioneering businesses, completed by BSSC. Six SIBs outstanding (50% women and LGBT) were selected from more than 100 application for a 3-month incubation period, including: (i) 18 one-on-one mentoring sessions from leaders of prominent corporations (Unilever Vietnam, Cho Tot, Long Hau Industrial Park, Hasaki, and San Ha), experts (from VNPT, OATWAY, Magix, KaloToys), and consultants (Vice President of HAWEE, Founder & Chairman of GIBC, Chairman of Rolex Vietnam and PRO Vietnam) to address specific issues of each SIBs; (ii) 04 Intensive training sessions on Integrating ESG into SME Business Models; Mobilizing Financial Resources & Opportunities for Collaboration with Large Enterprises; Financial management; and Enhancing Impact Goals and Promoting Gender Integration in SIBs. Successful connections were achieved, such as **SSVN Survival Skills Co., Ltd., Veritas Vietnam JSC, and Long Hau JSC** (used SSVN's survival skills training; introduced SSVN and Veritas products/services to Long Hau's network partners); **Ma Hai Bread JSC and Cho Tot** (hiring sales staff for franchised food chains; free space for a bread cart in Cho Tot; exchange databases and utilize available workforce); **Veritas Vietnam JSC and Simexco Daklak**:(Simexco piloted using pallets from Veritas, and Veritas buy Simexco's input material for their products.

- The Social Impact Business Club (SIB Club) and Impact Procurement Guidelines, initiatives of the ISEE-COVID Project, aim to strengthen collaboration between SIBs and large enterprises while promoting the use of SIB products and services. Three workshops with 35 participants (57% female, including individuals with disabilities, ethnic minorities, and LGBTQ+ representatives) shaped the club's initial directions, priorities, and elected its Executive Committee. The project also engaged with the Vietnam Young Entrepreneurs Association (VYEA) to advocate for the SIB Club's establishment under their structure. While formal establishment under VYEA was not achieved within the project's timeframe, the groundwork laid, alongside the completed impact procurement guideline shared with the SIB ecosystem, offers a strong foundation for future advocacy and resource mobilization to advance these objectives. ***Impact Measurement and Management (IMM) for the SIB network members (carry-over activities from 2023)***. The A 3-day training was conducted for 25 selected SIBs (68% female, 32% male; 8.33% women with disabilities), using the first-ever IMM framework in Vietnam based on the UN's SDGs developed by CSIP and UNDP 2023. The training received high appreciated from SIBs for its technical quality, expertise, and organizational quality. 10 excellent SIBs were selected from the course for IMM

coaching. Each of them paired with a Coach (from the IMM TOT Training for intermediaries' cohort) and supported by a Master Coach to apply IMM knowledge to their IMM Framework to improve impact strategies, data collection, and decision-making of their business. The quality of coaching was rated excellent by SIBs. Some SIBs, like Nam Dai Duong cooperative, have already benefited from the IMM framework, gaining new orders and customers, and being selected for business support programs. Recommendations for future training included extending the training duration, localizing the Gender Module, more detailed guidance documents, creating a platform for publishing IMM reports, and more voluntary experts for coaching.

For Expand Stage SIBs:

The Advanced Technical Supporting Program for SIBs was designed to assist expansion-stage SIBs in growing their domestic/international markets and accessing new financial resources. 12 SIBs in the agriculture sector and representing nine provinces, were selected from over 100 applicants based on their social impact and alignment with program criteria. Of these, 58% were led by women, and two by ethnic minority individuals. Over six months, participants received 46 hours of tailored training, one-on-one coaching, and opportunities to attend domestic and international fairs, pitch events, and networking sessions. Key training topics included sustainable social impact, financial management, fundraising, and international market expansion. 11 SIBs presented their fundraising and export plans to over 30 investors, financial institutions, and distributors, resulting in two collaboration offers. 03 SIBs showcased at the Canton Fair in China, and 07 joined the Vietnam Food Expo. Ultimately, 07 SIBs successfully expanded their markets, exporting to Australia, the Netherlands, Italy, Japan, China, South Korea, and Taiwan. 03 SIBs raised over 400,000 CAD in new investments. Collectively, these SIBs created 756 jobs, benefiting 577 women, 206 ethnic minority individuals, three persons with disabilities, and ten LGBTQ+ individuals.

2.2.2. On supporting SIB intermediaries

1. ***Strengthen the capacity of existing SIB intermediaries, especially those supporting SIBs led by women and vulnerable groups (carry-over activities from 2023):***

The webinar series “Empowering Social Enterprises Across Asia - A Virtual Tour” has leveraged the capacity of 58 SIB Intermediaries from various organizations and professional backgrounds by inspiring and sharing international experiences in developing SIB ecosystems. Sharing topics on South Korean and Filipino experiences in fostering intermediary organizations and promoting the growth of social enterprises; Promoting research and policies on SE in Southeast Asia; Unlocking funding for ecosystem builders and

social enterprises, with insights from Indonesia were provided by Country Director of CAMP International, ISEA President, and Co-Founder and CEO of Instellar, ISEE-COVID Project Manager, and CEO of CSIP. Discussions not only focused on the landscape, nature, and practices of the regional SE ecosystem but also on specific on fostering intermediary organizations and social enterprises, promoting research and policy advocacy, and funding mechanisms for intermediaries. 71% of respondents evaluated the webinars met their expectations and 21% reporting they exceeded them. 54% found the content is highly useful while 46% considered it moderately useful.

2. Conduct Impact Measurement and Management (IMM) for the SIB network members (carry-over activities from 2023): Triển khai bởi CSIP- nói tới nhóm các intermediaries/experts, kết nối với phần IMM cho SIB ở trên

IMM Training and master coach for intermediaries (carry-over activities from 2023): In parallel with the IMM training for SIBs a 3-day IMM training course for 24 trainees from 19 intermediaries (67% female, 33% male; 67% from the North, 25% from the South, and 8% from the Central region) were provided. Seven outstanding coaches were selected to assist SIBs in designing and implementing the IMM framework in their operations. Upon completing the program, the coaches felt empowered to practice IMM coaching. Some have already begun providing IMM support to new SIBs or integrating IMM coaching into their strategies. All coaches received certificates for IMM coaching from the project and CSIP.

3. Support new and mainstream intermediaries to build new social impact programs: BIT mùa 2 triển khai bởi Fulbright

Support new and mainstream intermediaries to build new social impact programs in BIT batch 1 and 2, completed by CEI. 15 new intermediaries (10 in batch 1, 5 in batch 2), included 40 leaders (75% female), mostly from Central and Southern Vietnam selected. 6-7 intensive training sessions was provided for each batch, focused on impact definition, SIB ecosystem, value proposition, business model, and gender integration. Each intermediaries had to complete their assignments on understanding impact businesses, building support programs, experimentation, and execution planning, with feedback from coaches and mentors. 45 coaching sessions (37.5 hours) and 30 mentoring sessions (30 hours) with local and international experts, plus 2 group check-in sessions for each batch were provided. The Final Showcase of batch 2 organized in Ha Noi as a part of SIB Connect 2024. As a result, all 15 intermediaries developed and tested products/services to support SIBs and received certificates from the project/program.

4. Promote the SIB ecosystem in Tra Vinh Province: Triển khai bởi BSA

In 2024, the ISEE-COVID project aimed to enhance SIBs' access to technical support in southern rural provinces, focusing on Tra Vinh. The program achieved this by sharing good practices from previous intermediaries related programs and promoting local SIB Champions to support the southern SIB ecosystem. This initiative benefited 95 individuals (41% female) through capacity-building activities, including training, coaching, and networking. A key outcome was the establishment of the "Tra Vinh SIB Champion Network" with 13 members (62% female), which plays a crucial role in sustaining the local SIB ecosystem.

5. *Strengthen SIB Hub (This is a carried-over activity from 2023)*

SIB Hub Data Collection, through desk reviews, online surveys, and interviews, aimed to provide database for the effective support of policy development and, create tailored support for SIBs and facilitate business connections. The dataset of 231 SIBs (65 new SIB and 156 SIB from the survey in 2022). Among them, 88 were female-owned, 83 male-owned, and 60 undisclosed gender. Some challenges, such as insufficient sample size and incomplete responses, affected the accuracy of the findings.

SIB Status Analysis Report based on the SIB Hub Data Collection, categorized SIBs by type, size, sector, and SIB barriers in accessing supporting policies, capital, markets, human resources, and SIB needs for support from ecosystem. The report also provides recommendations for enhancing SIB's access to policy information, capacity-building programs, product exhibitions, media services, and financial management skills. The report is widely published in <https://imapvietnam.org/map>), reached over 2000 viewers, and shared to the project partners.

Documenting the process of establishing and operating the SIB Hub. The SIB Hub was established to connect SIBs, intermediaries, and policymakers, addressing challenges and providing long-term support through an inclusive ecosystem approach by involving diverse stakeholders to create a network that meets SIB needs. A sustainable SIB Hub business model focused on financial self-sufficiency, diversifying income sources, and optimizing operations for long-term sustainability was developed and is currently being adjusted and tested. However, the progress in building the network and providing services has not fully met expectations due to challenges in optimizing support models, resource limitations, and adapting to diverse SIB needs. Lessons learned emphasize the importance of continuously experimenting and adjusting support methods, enhancing connections and communication, and improving the ability to measure and evaluate program impact to increase real value for SIBs.

6. *Connecting Departments of Planning and Investment in supporting Social Impact Businesses*

This event was held in Hanoi with the participation of 30 government officials (16 women) from the Departments of Planning and Investment in 13 provinces to enhance the effectiveness of supporting SIBs at the local level. The event included presentations on the SIB ecosystem, policy implementation, success stories from Hue, Cao Bang, and Tra Vinh, and sustainable technological solutions. Participants also visited two exemplary SIB models: "KymViet" – SIB promotes the rights of persons with disabilities and showcasing Vietnamese culture globally, and "HanhSilk," which revitalized the 400-year-old Nam Cao silk village with positive social and environmental impacts. The event facilitated productive discussions, knowledge sharing, and experience exchange, offering actionable lessons to support the development of the SIB ecosystem in localities.

7. *Strengthen connections and exchange activities in the SIB ecosystem:*

In 2024, the ISEE-COVID Project hosted a series of three workshops aimed at creating collaborative strategies to tackle critical challenges within the ecosystem and promoting connections, especially between SIBs and large enterprises:

- **The SIB Forum**, held as part of InnoEx 2024, the Southeast Asia's Leading Innovation Forum and Exhibition, provided valuable insights and discussions to bridge the gap between SIBs and leading enterprises. The event saw participation from representatives of UNDP, GAC, leading companies like Coca-Cola and TikTok, and over 50 participants from within and outside the SIB ecosystem. Topics discussed included fostering collaboration between SIBs and large enterprises, case studies on partnering with agricultural enterprises, creating shared value, and unlocking SIBs' inner strength. The forum also featured a signing ceremony between SIB Benkon, The New Gym company, and Thu Dau Mot University to transfer a system aimed at reducing carbon emissions through energy management and optimization
- **The Impact Practices Showcase** featured 6 SIBs (2 female-led and 1 LGBT-led), who presented their products and services, business strategies, resource optimization capabilities, collaboration outcomes, and connections with pioneering enterprises. The event aimed to foster effective partnerships between SIB and lead enterprises, and explore future market growth. Over 50 participants, including UNDP, GAC, SIBs, intermediaries, and pioneering enterprises like Simexco Daklak and PNJ, attended the event and engaged in discussions, exchanges about initiatives to promote connections and collaboration opportunities between SIBs and pioneering enterprises. The top 3 SIBs (SSVN, Banh mi Ma Hai, and Veritas) gained opportunities to join acceleration programs and access international events in Southeast Asia. Veritas, awarded "Raising Star," will be showcased at InnoEx 2025 to connect with global investors and partners.
- **The SIB Ecosystem Stakeholders Meeting**, an annual high-level event, gathered 26 delegates (15 females and 1 person with disabilities) from various sectors including SIBs, intermediaries, government agencies, and leading enterprises. Over two working days, participants co-created strategic plans to foster partnerships between SIBs and pioneering enterprises, aiming to build a sustainable SIB ecosystem and support the Net Zero commitment. Key discussions focused on evaluating collaboration, understanding the needs of large enterprises, identifying gaps between SIBs and pioneering enterprises, and selecting solutions to enhance future cooperation.

Last but not least, the ISEE-COVID Project successfully organized the high-level policy dialogue as well as the SIB ecosystem festival, SIB CONNECT 2024, marking the project's conclusion and setting a strategic course for the future of the SIB ecosystem. Over 200 guests, including representatives from SIBs, intermediaries, large enterprises, impact investors, and policymakers, participated in the event. Through three in-depth sessions, delegates engaged in activities included investment and export networking, sharing experiences on connecting SIBs with pioneering enterprises, discussing future directions for the SIB ecosystem and were inspired by emotional and practical stories shared by ecosystem representatives. Many attendees expressed their appreciation for the program's practical value and a strong commitment to supporting the growth of the SIB ecosystem in Vietnam.

8. Document training materials and videos sharing lessons learned and successful case studies

2.2.3. Supporting activities in policy

1. Build capacity for government officials on SIB and supporting policies

In 2024, the project successfully implemented the “Training on the Implementation of SIB Supporting Policies for Government Officials” to raise awareness about SIBs and the importance of gender, environmental, and climate issues as well as enhancing the implementation and utilization of SIB supporting policies. The initiative involved three training sessions in Ho Chi Minh City, Hanoi, and Hai Phong, benefiting 198 participants (70% female). These included 45 government officials, 48 intermediaries, and 105 SIB and SME representatives. The program enabled the local business community to better understand the SIB model and their roles in promoting sustainable business practices. Participants highly valued the practical knowledge gained on SIBs and key state support policies for female-led SMEs. The program also raised awareness among government officials at both central and local levels about social impact businesses, equipping them with the skills to implement effective support programs. Participants were inspired to apply this knowledge to further support the implementation of relevant laws and initiatives like the Law on Supporting Small and Medium Enterprises and the “Programme to Support Sustainable Private Sector Businesses 2022-2025.”

2. Provide policy support to the government to build a gender-responsive, inclusive, and transparent regulatory framework to support SIBs

A comprehensive Policy Communication Package was implemented to raise awareness about the importance of SIBs and their positive effects on the economy, society, and the environment. The package highlighted the support provided by the government and the ISEE-COVID Project to help SIBs overcome challenges and continue their development. Through a series of media activities, the campaign reached over 1 million people across Vietnam. Key activities included producing video clips, articles, and a documentary that focused on the role of SIBs, their supporting policies, and the impact of the project’s initiatives. The campaign also featured a media promotion with diverse content, including photos, infographics, and videos, and sent SMS messages to over 44,000 businesses. This initiative effectively raised awareness among SIBs, government agencies,

intermediary organizations, and the public, improving the visibility of SIBs and their contributions to social inclusion, gender responsibility, and sustainable development. It empowered SIBs to access support solutions, enhanced policymaking capacity for government agencies, and encouraged collaboration between stakeholders to tailor support programs. Ultimately, the campaign contributed to building stronger connections between SIBs and the community, fostering greater support for sustainable initiatives.

3. Carry out policy experimentation on supporting SIBs at the provincial level, with gender equality integration

In 2024, the project continued to build on previous policy experiments by launching two series of activities under the provincial action plans to support the SIB ecosystem in Thua Thien Hue and Cao Bang.

In Cao Bang, the program focused on enhancing community-based tourism through a comprehensive training program. This program aimed to equip local communities and SIBs with the knowledge and skills needed to develop sustainable tourism models. It included a three-day training session for 41 participants (22 women, 34 ethnic minorities), which covered topics like digital transformation in tourism and community tourism skills. After the course, 94% of participants passed the final exam, demonstrating the program's positive impact. Additionally, 1-on-1 coaching sessions were held with 10 selected SIBs (03 female-led and 80% led by ethnic minorities), helping them improve business operations, adopt effective management processes, and develop innovative services that reflected local cultural identities.

In Thua Thien Hue, the project collaborated with local authorities to launch a communication campaign focused on promoting Pho Trach Village and Phuoc Tich Village. The campaign aimed to raise the visibility of these destinations among potential visitors, encourage local business development, and improve service quality. The program included a training course on tour guide skills, enhancing the knowledge of 34 participants (56% women, 3 ethnic minorities) on local history, culture, and tourism, with 91% successfully graduating the course. An art competition was also held to create communication materials for the villages, attracting 50 participants and reaching over 200,000 people. The program further supported the development of two design products—“Phuoc Tich Map Relief” and “Directional Signpost”—which reflect the local cultural identity and will be displayed in key areas of Phuoc Tich Ancient Village. Although the activities mainly involved guidance and consultation, they significantly contributed to spreading local cultural values and setting the stage for further tourism development in the region.

2.2.4. Key achievements related to the GEWE strategy.

Gender, social, environmental, and climate change issues were fully and meaningfully integrated throughout project activities and components.

The Project GEWE Plan 2024 provided key GEWE priority and target activities indicators for the Project Annual Work Plan. It aligns with the project GEWE Strategy, Canada's FIAP (International Women's Rights Policy) and UNDP's Gender Equality Strategy (2022-2025). To ensure the target

plan, gender, social, environmental, and climate change requirements were integrated in all related TORs, all relevant contractors' plans, communication campaigns, training, and events, and M&E data collection and reporting systems.

The Handbook “Enhancing Impacts Goals by Mainstreaming Gender Plus in SIBs” was updated based on the 2023 Gender guidelines of the project. The supplement contents included guidelines and tools on: GBA (+) and impact creation of SIBs, GBA (+) and SIB profiles, GBA (+) and inclusive business models, Diversity-Equity-Inclusion (DEI) in corporate culture, and preventing sexual harassment in the workplace. The handbook was introduced to all implementation partners during GBA (+) training, coaching sessions, on the Project Facebook, share to the UNDP's GESI networks, and external stakeholders. It is evaluated as very practical and useful by users.

GBA (+) and Environment capacity building by UNDP for implementation partners and targeted SIBs. Eight training sessions on identifying and integrating GBA (+), environment, and climate change issues were provided for SIBs/SIB ecosystems. The training conducted by the UNDP Gender Specialist, with supported from intermediaries' organizations, focused on topics: DEI in SIB culture, GBA (+) in IMM, for 145 participants (76% women, 2% gender-diverse, 22% men; 84% SIBs and 16% intermediaries). Each training session lasted 2-4 hours, has helped to improve the participant's knowledge on GBA (+) issues in real-life scenarios, business operations, and impact creation, barriers and motivations faced by women and vulnerable groups in SIBs business. Tools and experiences on enhancing GEWE in SIBs, shared by the trainer, along with practical initiatives and exemplary stories from SIBs and intermediaries, provided valuable insights; inspired SIBs to effectively address GBA (+) issues in planning and implementation their business models. Technical guidelines on GBA (+) and environment issues were also integrated into the bi-weekly meetings between UNDP and contractors.

GEWE and Environment Achievements in 2024 by implementation partners. Each partner integrated at least three GBA (+) and environmental activities into their services. For example:

- **IID, TAC, Avantar, Bizcare, and GreenU:** provided training sessions on storytelling about SIB impacts for programs of SIB Go to Market, SIB Gift, SIB Tour, SIB Advanced, and SIB Hub.
- **Bizcare and Avantar:** Used SIB profiles to identify and plan solutions for GBA (+) and environmental issues for advanced SIBs.
- **GreenU:** Developed an inclusive business model for SIB Hub, integrated GBA (+) and environmental into SIB data collection and analysis, leadership skills training for women leaders of SIBs.
- **IID, TAC, ENK, VNSE, BSSA, and BSA:** Highlighted gender and environmental impacts as key criteria for selecting SIBs, designing and promoting SIB Gift and Tour packages, and connecting SIBs with pioneering large businesses.
- **CSIP:** Integrated GBA (+) and environmental topics into IMM training and coaching, and conducted webinar sessions for SIBs and intermediaries.

GEWE and Environment Achievements in 2024 by targeted SIBs: Bh.Nong Cooperative (owned by ethnic minority women, employs 14 female workers: plans to enhance financial support, skill

training, and develop support policies for women; Toan Thuong Cooperative (led by an ethnic minority woman, employs 13 ethnic minority workers including 12 women): plans to develop a brand story linked to Tay and Nung cultural identity, create 10 jobs for ethnic minority women, and establish an organic waste recycling system; Tam Tra Thai Cooperative: establish a support fund for at least 20 ethnic minority women workers; Ecosoi: plans to convert 30% of coffee cultivation areas to organic standards; KBT Craft: create jobs for vulnerable groups and reduce industrial waste by 15%; Hong Lam: reduce plastic usage in packaging by 15% and develop a training program on SDG; Le Gia: increase the use of glass packaging and reduce plastic waste by 20%.

GEWE and Environment integrated in policy supporting: The UNDP team collaborated closely with AED to ensure GBA (+) considerations were integrated into SIB support policies piloted in Thua Thien Hue (TTH) and Cao Bang (CB) through training plan, communication materials (e.g., video clips, policy discussions), to emphasize the importance of participation, voice, benefits, and impacts of SIBs led by women and vulnerable groups., highlight the positive impacts and challenges of SIB, and enhance the knowledge and support from the ecosystem, government, and the public.

2.2.5. Key achievements of communication activities

In 2024, by leveraging multiple channels, cross-platform communication allows the ISEE-COVID project to significantly extend their reach to a wider audience, making information on SIB and support programs become more familiar and accessible. To (i) promote the project's visibility and activities and (ii) increase the awareness and engagement of the public and relevant stakeholders on the SIB concept, communication activities were initiated and implemented with key achievements such as:

- Four key campaigns with high media coverage on both mass and social media:
 - [Thank-you SIB communication campaign](#)
 - [Policy advocacy communication campaign](#)
 - [Support programs for Social Impact Businesses \(SIBs\)](#)
 - [SIB Connect 2024](#)
- High performance on social media with frequent updates on ISEE-COVID's Facebook page. Compared to the project's visibility on social media in 2023, that of 2024 witnessed substantial improvement with:
 - 1345 more followers, bringing the total to 4,200 followers
 - 1.5 million views in 2024
 - 1.3 million total reach in 2024, a 1500% increase compared to 2023
 - 6100 total content interactions in 2024, a 14.2% increase compared to 2023
 - 48300 visits, a 128.7% increase compared to 2023
- Enhancement of the project's visibility with finalised communications guidelines which are applied in all communications products to guarantee the visibility of donor, implementers, and stakeholders. Specifically, the Global Affairs Canada's logo was shown and mentioned

as the donor of the ISEE COVID project in all project events and relevant communication products.

- Increase in the visibility of the project on diverse channels with regular updates on communication platforms of the ISEE-COVID project and relevant stakeholders, including:
 - ISEE-COVID Facebook:
<https://www.facebook.com/duanhotrudoanhnghieptaotacdongxahoitaiVN>
 - ISEE-COVID Website: <http://iseecovid.vn>
 - ISEE-COVID YouTube channel: <https://www.youtube.com/@duanisee-covid>
 - SIB Hub Facebook Group:
<https://www.facebook.com/groups/1191561438263560>
 - SIB Innovation Champion Launchpad: <https://www.facebook.com/sib.ftu.fiis> and
<https://www.facebook.com/groups/2542676849205039/>
 - FIIS: <https://www.facebook.com/fiisftu>
 - Fulbright Center for Entrepreneurship and Innovation – CEI (Fulbright University):
<https://www.facebook.com/FulbrightCEI>
 - IID - Research Institute for Innovation and Development:
<https://www.facebook.com/iidvietnam>
 - AED/MPI's Facebook Page:
<https://www.facebook.com/CongThongTinDoanhNghiep>
 - CSIP: <https://www.facebook.com/csip.sevietnam>
 - Canada's Embassy
<https://www.facebook.com/CanadaVietnam>
<https://www.facebook.com/CanadaInVietnam>
<https://x.com/CanEmbVietnam>
 - UNDP Viet Nam:
<https://www.facebook.com/undpvietnam/>
<https://www.linkedin.com/company/undp-in-viet-nam/>
<https://x.com/UNDPVietNam>
<https://www.youtube.com/c/UNDPVietNam1978>
- Communications products were produced in multiple formats to serve different communication objectives (Please see the communication products in Annex 6)

3. Main challenges and lessons learned:

Main challenges:

- **The need to legalize the definition of SIBs :** While the White Book on SIBs has established an initial framework, the lack of an official legal recognition makes it difficult for SIBs to access government support programs and funding opportunities. A standardized recognition system is needed to formalize SIBs within the national business landscape.
- **Limited access to finance:** SIBs in Viet Nam continue to struggle with access to local banks and investors. The SME fund and Innovation Funds, under the government budget, are still difficult to access for SIBs. Besides, large corporations in Vietnam still approach social responsibility primarily through CSR and philanthropy rather than through strategic impact investment and business collaboration with SIBs. Encouraging businesses to adopt an impact-driven investment mindset is key to mobilizing private sector resources effectively. Moving forward, efforts should focus on expanding SIB access to government funds and attracting private investors, both domestic and international.
- **Underdeveloped SIB Ecosystem Across Regions:** Despite progress, the SIB ecosystem remains small compared to its potential. The ecosystem is felt more strongly amongst SIBs and support organizations in urban centers, while other provinces and remote areas lack access to SIB networks, resources, and expertise. Expanding the ecosystem nationwide is crucial for inclusive growth.
- **Limited Awareness Among Government and the Public:** Policymakers, big businesses, and communities may have heard of SIBs but do not understand the concept properly, especially among local governments, where SIBs operate on a daily basis. Therefore, SIBs in smaller provinces may receive less support from the governments.
- **Although the project had initial support to expand SIBs' export markets, we have observed that international markets often require certification and social/environmental compliance. Meeting and maintaining these requirements cost money and time, which is not always available to SIBs.**

Lessons Learned:

- **Strong collaboration and communication** between **GAC, UNDP, and MPI** have been crucial for the **project's smooth implementation** and achieving key results. Maintaining this partnership will be essential for future initiatives.

- **Connecting SIBs with pioneering enterprises** takes time, but it is a **high-potential strategy** for fostering growth. Given pioneering enterprises' significant resources and expertise, **future efforts should focus on expanding these partnerships.**
- The **Impact Measurement and Management (IMM) Report** has attracted strong interest from **SIBs and impact experts.** As buyers' and investors' **ESG requirements** continue to evolve, securing additional resources to **continue and expand IMM implementation** will be critical.

4. Planned/Executed budget (\$ / %):

United Nations Development Programme
Interim Financial Report to the Government of Canada
As of 31 December 2024



Donor reference: PRJ P009443 PO 7427014_C19
Country: Viet Nam
Award: 00136518 - VNM_DFATD_TPCS_116470_L
Project: 00116470 - Social impact business-UNDP-VNM-00116470
Project status: On Going
Fund: COVID Country Response

(in United States dollars)

	Prior years (1)	2024 (2)	Cumulative to 2024 (3)
Income/Revenue			
Annual Contributions Revenue ^a	2,095,307.94	220,588.24	2,315,896.18
Other Revenue ^b	96.60	-	96.60
Transfer to/from other funds	-	-	-
Refunds to donors	-	-	-
Total - Income/Revenue	2,095,404.54	220,588.24	2,315,992.78
Expenses			
Staff and other personnel costs	54,686.86	14,741.02	69,427.88
Supplies, commodities, materials	-	-	-
Equipment, vehicle and furniture including depreciation	13,592.70	8,947.40	22,540.10
Contractual services	996,569.62	495,302.57	1,491,872.19
Travel	31,682.12	13,828.08	45,510.20
Transfers and grants to counterparts	25,905.17	-	25,905.17
General operating and other direct costs	180,605.36	91,686.43	272,291.79
Subtotal	1,303,041.83	624,505.50	1,927,547.33
Programme support costs ^c	104,538.94	49,525.25	154,064.19
Total Expenses	1,407,580.77	674,030.75	2,081,611.52
Balance^d	687,823.77	234,381.26	234,381.26
Future Expenses^e			
Balance of un-depreciated assets & inventory purchased	-	-	-
Commitments	268,369.06	128,648.62	128,648.62
Subtotal	268,369.06	128,648.62	128,648.62
Receivables Past due, less advance receipts^f			
Less: Contributions receivable from donors	-	-	-
Available Resources^g	419,454.71	105,732.64	105,732.64
Total Contributions Revenue^h	2,322,752.97	(6,856.79)	2,315,896.18
Total Contributions Revenue Received^h	2,095,307.94	220,588.24	2,315,896.18
Total Receivablesⁱ	227,445.03	-	-
Deferred Revenue and Advance Receipts^j	-	-	-

- a. Contributions represent recognized revenue based on the payment schedule dates of signed agreements.
b. Other Revenue represents revenue resulting from miscellaneous activities.
c. Programme support (indirect) cost is calculated based on the expenses excluding amounts of foreign exchange gain/loss.
d. Balance in column (2) is inclusive of balance in column (1).
e. Amounts in column (2) are the balances outstanding as of the report date which are included in the available resources. Amounts in column (1) are shown for information purpose only.
f. Balance after future expenses, and contributions receivable from donors (i.e. amounts past due) have been accounted for.
g. Total value of donor contribution as per the signed date of the agreement.
h. Total cash received to-date.
i. Total outstanding amount due from donors, comprising both past due and future due receivables.
j. Contributions that have been received from donors but yet to be recognized as revenue in future years when payment schedules are realized.

This is to certify that the above statement of revenue, expenses and available resources is correct and that the expenses were incurred in connection with the approved projects for which funds have been received.

Name:
Title:

(Date)

II. BACKGROUND AND CONTEXT

Background

Social impact businesses (SIBs) are important economic actors in ensuring that the private sector realises its full potential as a partner in achieving the SDGs. SIBs combine commercial business models with the objective of generating positive social and environmental impacts. Although most SIBs are micro-sized, they are highly inclusive enterprises.

The project “Leveraging Viet Nam’s Social Impact Business Ecosystem in Response to COVID-19 (ISEE-COVID) aims to enhance the resilience of SIBs in Viet Nam and contribute to reducing the impact of COVID-19 on vulnerable groups, especially women and girls. To achieve this, the project will have two primary objectives: (i) improving the effectiveness of SIBs, especially those led by women and vulnerable groups, to address the social and gendered impacts of COVID-19 and to accelerate the achievement of the SDGs; and (ii) strengthening the regulatory environment for SIBs to be more gender-responsive, inclusive and transparent, thereby supporting the resilience of SIBs to COVID-19 impact, with a particular focus on SIBs that are led by women and other vulnerable groups. The project will apply 3 main approaches for all activities. They are: (1) COVID-19 responsive: Improve the resilience and adaptation of SIBs and other ecosystem stakeholders to respond to COVID-19; (2) Ecosystem-based: Improve the capacity of key stakeholders and strengthen their connections in the ecosystem and (3) Experimental: be ready to experiment innovative and new solutions in all project’s components, including supports for SIBs, network and policy process; The project is to support Viet Nam’s progress on SDG1-No Poverty, SDG5-Gender Equality, and related SDG2-Zero Hunger, SDG8-Decent Work, and Economic Growth and SDG10-Reduced Inequalities.

Context in 2024

The definition of SIB is already in the White Book but needs to be communicated more strongly, especially to the state sector and policymakers. Government officers' awareness of SIB is still very low, as demonstrated during their participation in training courses. Most officials consider SIB a social enterprise, which is not wrong but insufficient. The supporting policies for SIB are inadequate, and no legal documents are available.

The connection between SIBs and other businesses, particularly large enterprises in Vietnam, remains limited. Large enterprises could be consumers or advisors helping SIBs to develop. Therefore, in 2024, activities to promote connections and cooperation between SIBs and large enterprises will be intensified by establishing the SIB Club under the Vietnam Young Entrepreneurs Association and a series of activities.

SIB HUB data functions need to be strengthened regarding data collection, analysis, and distribution.

The ecosystem approach, which combines various support activities for SIBs and SIB Champions and applies policy experiments, has initially succeeded in Thua Thien Hue Province. This approach and experiments will continue to be deployed more vigorously in Thua Thien Hue, Cao Bang, and expanded to Tra Vinh province. The activities will connect with the results of the Tra Vinh SMEs project.

Activities will be implemented based on their needs to enhance the number and quality of SIB intermediaries, explicitly aiming to help existing intermediaries improve the quality of SIB support services and explore and develop more sustainable business models. For new SIB intermediaries, activities will focus on training in primary content related to impact and testing new impact products and services. Intermediaries working in remote areas, or those led by women or disadvantaged groups, will be prioritized.

The lesson from the implementation process showed that procurement and ODA procedures following the government's policies took time and would delay the actual operations. Therefore, in 2023, the project completed all necessary procurement work under Output 3, enabling the activities to be implemented for 2023 and 2024. In 2024, AED will only need to implement the 2023 planned activities and start new activities, which are only 20,000 USD.

Gender equality and environmental issues will continue to be integrated into the project's activities, and relevant documents will be updated accordingly. The project will also continue to address SIBs' GEWE gaps through its interventions. Finally, in 2024, the documentation process of the knowledge and lessons learned from the ISEE COVID project will be completed and shared widely with the ecosystem

Based on this context, the project implementation in 2024 continued focus on achieving three main objectives that aim to: Output 1 - improve the capacity of social impact businesses (SIBs) in Vietnam; Output 2 - strengthen the ecosystem of intermediaries supporting SIBs; and Output 3 - increase the awareness of government officials about the importance of SIBs. The new directions of 2024 activities were (i) connecting the SIB with larger Vietnamese businesses for further collaboration in capacity building and expanding markets, (ii) summarizing and documenting the project's key results and lessons learned to share as ecosystem knowledge; and (iii) increasing awareness among government officers, establishing supportive policies, and promoting SIB concepts and policies to the public. These directions were integrated into the activities below.

III. PROGRESS REVIEW

1. Achievements on Outputs

1.1. Output 1: Strengthen SIBs capacity

The project developed a support program for SIBs at various stages (early, grow, advanced) of development, identify and select suitable SIBs, especially those led by women and vulnerable groups to participate in, and create a portfolio of support programs responsive to the characteristics and needs of SIBs at their development stages.

Output 1.1 - General/thematic training and needs matching for early-stage SIB

SIB Hub Training on Leadership for SIB Leaders. The SIB Hub survey reveals that Leaders of SIBs are struggling with effective utilization of financial and human resources, as well as leadership skills, particularly women and disadvantaged leaders. They face challenges in balancing work and family, managing human resources, attracting and retaining skilled employees, and developing a high-quality workforce. To address these issues, GreenU with support from the UNDP team, organized a leadership training series for 62 SIB leaders of the SIB Hub (including 39 or 63% women; 5 persons with disabilities, and 2 ethnic minorities). The training applied John Maxwell's three stages of leadership development (**Strengthening the Foundation of a Leader**; Developing Leadership Potential and Building Influence; Building and Developing the Team to Accelerate and Break Through). It aimed to help SIB leaders overcome personal barriers, lead business growth, inspire, and build a cohesive and quality team. The training included online sessions, one in-person boot camp, and a follow-up session. Various training methods were applied effectively, such as case studies of SIB, group interactive games, personal sharing, and role-playing. Participants highly rated the overall training quality, usefulness, logistics, duration, and training materials. Post-training results showed significant leadership improvement among 60% of participants, clear improvement in 33.3%, and partial improvement in 6.7%.

SIB Hub with a one-day fair for SIBs in Hanoi. GreenU, with close support from the UNDP Team, organized a full-day fair over the weekend at the Book Market in Hanoi for 41 SIBs (30 or 73% led by women, 01 gender-diverse individual, 02 focused on people with disabilities, and 01 led by ethnic minority). This event provided SIBs with an opportunity to apply their 2023 sales training by showcasing their products and services, sharing their stories and positive social impacts, networking, building relationships with potential partners and investors, and receiving valuable feedback and advice. The fair featured welcome activities, presentations about SIBs, prize-winning games, and a music stage to attract visitors and educate them about SIBs and their impact stories. 95% of participating SIBs rated the fair highly (8-10 points), appreciating its professional and enjoyable organization. Safety and security for SIBs and visitors, especially those from vulnerable groups, were prioritized throughout the planning and implementation process. The event enhanced the network among SIBs and attracted many visitors, including international tourists, resulting in total sales of approximately 32,900,000 VND for the participating SIBs. Key lessons from GreenU included the positive impact of a diverse range of products and enthusiastic participation on sales and market presence, and the vibrancy added by cultural activities and games. However, logistical issues and inadequate product presentation were noted, prompting

plans for better training and coordination in future events. Improved communication and marketing strategies are also recommended to attract more visitors.

SIB Connect Market program for SIB Networks. The Program was implemented to bring to life ideas proposed at the SIB Connect Event 2023. It aims to enhance collaboration among SIB-supporting organizations and SIBs, thereby increasing market access opportunities of SIBs through four sub-projects: SIB Tour, SIB Gift, SIB Finance Cooperative, and SIB Cross Selling. The program started from February to August 2024, led by the Research Institute for Innovation and Development (IID) in partnership with TAC HCM, VNSE, and En Ket Noi (EKN) - the support network for social impact businesses (SIB Network). It included activities in 4 work packages: [WP 1] IID supported SIB intermediaries to finetune their business model by piloting new products/services, developing customers base and connect nationally and internationally; [WP 2] VNSE implemented SIB Signature and SIB Export program; [WP 3] EKN piloted SIB Tea Gift and SIB Journey products and grow its member network; [WP 4] TAC HCM implemented SIB Go to Market programme benefitting SIB in the South of Vietnam.

Key achievements: 334 new SIBs added to the imapvietnam.org digital map; 20 SIBs joined the Catalyst 2030 Vietnam Chapter; 12 events organized with 1000 SIBs and partners; 165 SIBs enhanced their capacity through need-based training; Supported the operating model for 2 partner SIB networks, forming cross-selling points and gift sets; Formed a SIB catering service package and organized 3 tours to experience Vietnamese SIBs. Overall Impact: Directly benefited 185 SIBs across Vietnam, impacting an estimated 10,000 individuals and households, included 60.5% SIBs led by women, 14.6% led by gender-diverse/ ethnic minorities, and persons with disabilities groups; 48.7% adopted sustainable models. Challenges: Different working styles among partners required close supervision; Lack of comprehensive coordination among partners; Need for early and effective plan unification and improved communication; limited cohesion among SIB members working online from different regions. Detail as below:

- **WP 1 - Connect Vietnam SIB networks with the national and international networks.**
With leading role from IID and collaboration from EKN, VNSE and TAC HCM, 334 SIBs from 4 SIB networks have been involved in listing themselves on iMap (the first and only digital map of Vietnam's SIB at imapvietnam.org, managed by IID and featuring over 1,000 businesses and regularly visited by impact investors), attended Innovation Tour and the Demo Day, and a Technical Session connecting with forest ecosystem enterprises in the Forest Ecopreneurs 2024 Project. VNSE was supported to legalize their status, refined its governance and management structures, and provided business support services for SIBs to expand in national and international markets. VNSE, VNSE and TAC HCM members were connected to other networks in the south by joining innovation tour, SIB Connect Day in HCMC, and become active member of Catalyst 2030 network of social innovators and imapvietnam.org.

- **WP2 – SIB Signature, Tour and SIB Export program by Avanta Holdings Trading and Service Company Limited (Avanta) in collaboration with VNSE.**

SIB Export. This program aims to support SIBs in the agriculture sector by strengthening their business strategy, model, products, and market expansion for export through coaching activities. Two SIBs were selected based on the program criteria: FUWA BIOTECH Technology Co., Ltd. (FUWA) and Maypaperflower Co., Ltd. The coaching sessions, facilitated by VNSE, covered topics such as Market Research, Reviewing Business and Branding Strategies, Summary and Reporting, International Certification Connection, and Trade Fair Consultation. The total coaching time was 14 hours across 8 sessions (each

session lasting 1-2 hours). There are no evaluation reports on the changes yet, as the SIBs have not applied the coaching content in practice. However, the SIBs rated the coaching activities as very satisfactory.

SIB Signature and SIB Tour. The program was built to support and promote SIBs to develop markets, collaborate, and simultaneously strengthen the SIB ecosystem by connecting SIBs at the national level. The TOP 30 SIBs were selected from 87 applications for training and coaching, and then ultimately 08 outstanding SIBs were chosen to participate in the Gift and Tour programs (based on their pitching and impact products). Among them, 50% SIBs led by women, 12.5% led by disadvantaged groups (gender diversity and ethnic minority). There were 20 working sessions (14 group consulting sessions, 03 consulting sessions with designing agency, and 01 demo day to connect with potential partners and customers) were conducted. Tour consists of 3 parts: (1) Challenge; (2) R&D and (3) Launching. After 03 months of implementation (started from May), the activity has completed the initial goal of collaborating and successfully delivering two new product packages, included: 08 SIBs joined for 01 SIB Gift Tinh Hoa Dat Me product set and 03 SIBs jointed to develop 01 SIB Ban Sac Viet experience tour;

During the development of the Gift and Tour products, 01 livestream session, 02 fairs, and 05 direct sale points were also organized. After attending the programs, the 08 selected SIBs has improved their sales and market development capabilities, continued to support each other through cross-selling, creating a culture of cooperation, support, and grow. All of the SIBs joining Gifts package received certificates from successfully attended the program.

However, the effectiveness of SIB Gift and SIB Tour package is needed more time to monitor and assess. As reported from IID, some limitations appeared that the TOP30 SIBs were not equipped enough knowledge and skills to implement livestream sessions as planned besides having low human resources, focusing resources on normal way doing business

WP 3 – Piloted SIB Tea Gift and SIB Journe products and Grow member network by EKN. In an effort to diversify services for the EKN network members, EKN developed a new initiative called "Green Gifts," which provides mid-meeting tea and catering services using products from SIBs. Tea Gifts were provided for a total of 10 events using products from 28 SIBs. To grow the network, 12 online network meetings and 1 Journey of Green Market (with the participation of 13 SIBs) were organized, created 879 "love seeds or business opportunities" and 195 "love flowers or sales revenue or cost-saving opportunities) for SIB network members and external business partners. As a result, the number of active members (paying network fees) of EKN increased from 21 to 32 (45% are SIBs led by women and vulnerable groups), and partners participating in the Zalo online network increased from 192 to 250 people.

WP 4 - "SIBs GO TO MARKET 2024" by TAC HCM WP 4 - has established a new network of 100 SIBs (SMEs) through training in digital marketing, e-commerce. Over 50% of these SIBs are led by women and marginalized groups (including gender diversity and ethnic minorities), and 20% of the businesses follow sustainable models such as circular economy, sustainable development, and organic products. Additionally, 30 SIBs received 30 ZNS message support packages (each package includes 30,000 messages per SIB and 6 months of advanced Zalo OA account), with a total support value of nearly 500 million VND. An Innovation Tour was organized, offering collaboration opportunities with global

entities like Amazon, and providing personalized coaching and consulting for 20 SIBs, with 91% satisfaction with the coaching services. The program concluded with the SIB Connection Day event, where 50 SIBs had the opportunity to showcase their products and services, connect with potential investors, and pitch for investment.

- 1.1.2. Implement activities to enhance connection and cooperation between SIBs and large enterprises for SIB in the growth stage.

Business Competition to foster collective solutions by both SIBs and Lead firms implemented by BSSC in close support from UNDP, from Jul. to Dec. 2024. It aimed to address societal and environmental challenges of large enterprises and contribute to the development of the SIB ecosystem in Vietnam by enhancing connections and understanding between SIBs and pioneering businesses. Six outstanding SIBs (50% women and LGBT) were selected based on the program's criteria and judges' scores from 104 applications.

Over the 3-month incubation period, the Top 6 SIBs received 18 one-on-one mentoring sessions from leaders and managers of prominent corporations (Unilever Vietnam, Cho Tot, Long Hau Industrial Park, Hasaki, and San Ha), direct consultations with experts (from VNPT, OATWAY, Magix, KaloToys), and from independent consultants (Vice President of HAWEE, Founder & Chairman of GIBC, Chairman of Rolex Vietnam and PRO Vietnam) to address specific issues of each SIBs.

Vice President of Hawee advised to Veritas on the export, connected them with three additional partners to expand their product access and supply opportunities. The Chairs of Rolex Vietnam and PRO Vietnam provided strategic guidance to Veritas on corporate strategy, ESG model development, and collaboration Veritas with large corporations and associations. VNPT advised SSVN and Ma Hai Bread on digital transformation strategy.

In addition, 04 Intensive training sessions were provided to the SIBs (2-2.5 hours per session), focusing on need-based training topics such as: Integrating ESG into SME Business Models – Benefits and Risks; Mobilizing Financial Resources & Opportunities for Collaboration with Large Enterprises; Finance for SMEs; and Enhancing Impact Goals and Promoting Gender Integration in SIBs (by a Gender Expert from the ISEE COVID Project).

Some successful connection between SIBs with Pioneering Enterprises as outcome of the program:

SSVN Survival Skills Co., Ltd., Veritas Vietnam JSC, and Long Hau JSC: Long Hau trained its staff in survival skills using SSVN's services. They introduced SSVN and Veritas products/services to their network partners at the Partner Summit Program and to partners with facilities in their industrial park.

Ma Hai Bread JSC and Cho Tot: Cho Tot assisted Ma Hai Bread in hiring sales staff for its franchised food chains. Ma Hai Bread collaborated with Cho Tot and Runner-up Xuan Hanh on the "Wheel of Share" project, supporting the homeless and those in difficult circumstances, and the "Tet Bus Trip 2025" program with YEAC. Cho Tot allowed Ma Hai Bread to place a bánh mì cart in front of their office indefinitely, starting from December 2024. They are negotiating to exchange databases and utilize each other's idle workforce so that bánh mì sellers can take on part-time jobs through Cho Tot's Good Jobs program and vice versa.

Veritas Vietnam JSC and Simexco Daklak: Simexco tested Veritas pallets in their facility and negotiated prices. Simexco plans to purchase 20 pallets from Veritas for a container of coffee, and Veritas is negotiating to buy 10 tons of coffee husks from Simexco.

Social Impact Business Club (SIB Club) & Impact Procurement Guidelines are initiatives of the ISEE-COVID Project, designed to foster collaboration between SIBs and large enterprises while promoting the purchase and utilization of SIB products and services. The project organized three workshops involving 35 participants (57% female, including 3 persons with disabilities, 2 from ethnic minorities, and 1 from the LGBTQ+ community) to mobilize the formation of the SIB Club. These workshops successfully reached a consensus on the initial directions and priorities of the club, while also elected the Club's Executive Committee, comprising a Chairperson and Vice Chairpersons. Additionally, a meeting was held with leaders of the Vietnam Young Entrepreneurs Association (VYEA) to advocate for the SIB Club to be established under their structure. Regards of impact procurement, a guideline was developed and shared with the SIB Ecosystem. Despite the aforementioned efforts, the SIB Club could not be formally established under the VYEA within the project's timeframe. However, the groundwork laid by the project, coupled with the completed impact procurement guideline, provides a strong foundation for future advocacy and resource mobilization to fully realize these objectives.

Impact Measurement and Management (IMM) for the SIB network members (carry-over activities from 2023). This activity aimed to enhance the practical application of IMM among SIBs and intermediaries in Vietnam, with successfully lessons in 2023, from developing, piloting, and providing the first-ever IMM framework in Vietnam based on the United Nations Sustainable Development Goals (SDGs). There was two IMM training courses were conducted, one for SIBs and individual experts, and another for SIB existing intermediaries (TOT, and coaching program for selected SIBs.

- **IMM training for SIB.** A 3-day IMM training course was provided by CSIP for 25 selected SIBs (68% female, 32% male; 72% in Northern; 12% in Southern; 16% in Central; 8.33% PwD-led included 100% female PwD-led). The training received high appreciation from SIBs for its technical quality and expertise (4.7/5.0 score) and organizational quality (4.85/5.0 score). The SIBs' knowledge was significantly enhanced in key topics such as Fundamentals of SDGs, SIB, Understanding and Applying IMM, with scoring between 4.26 and 4.39/5.0. Additionally, 85% of participants expressed a desire to join the IMM coaching program to develop IMM frameworks and reports for their enterprises. SIBs also expressed a strong interest in having a platform for sharing and feedback on IMM practices, as well as opportunities for networking, collaboration, and learning exchange post-program. After the training 05 SIBs were selected to further attend IMM coaching program. Each of them paired with a Coach (selected from the IMM TOT Training for intermediaries' cohort, detail see output 2.xx) and supported by a Master Coach from CSIP to apply IMM knowledge to their business. Additionally, five other SIBs and two coaches from the training voluntarily participated in the coaching activities and showed high commitment, thus were accepted into the program. This increased the total number of participants in the IMM coaching program to 10 SIBs, 7 coaches, and 1 Master Coach.

IMM coaching for SIB. The program aims to support SIBs in designing and applying the IMM framework to their operations. This helps them strengthen their impact strategies, plan data collection, and use impact measurement tools to make informed decisions, enhancing positive impacts and reducing negative ones on the businesses. Evaluating the program, SIBs agreed that the quality, both technical and organizational, was excellent; the expertise of the master coach and communication, were also highly rated (4.5/5.0 and above). Coaches and SIBs significantly advanced their understanding and application of IMM, with average ratings of 4.71/5.0 and 4.88/5.0 respectively. SIBs are eager to apply the IMM framework immediately after the coaching program, with an average readiness score of 4.5/5. Some SIBs have already benefited from the IMM framework and report (e.g., IMM report of Nam Dai Duong cooperative is referred by Nam Dinh province DARD), using them to gain new orders and customers or to be selected for business support programs. After the program, the coaches received certificates from the project. Lessons learned from the program are: the training should be 3.5 days for more practical sessions, teamwork, and real-world examples; Gender Mainstreaming Module needs more localized examples; Further guidance, especially in strategy setting, integration, and optimization, as well as a platform to publish IMM reports for SIBs and more voluntary experts to supplement coaching for committed SIBs are needed; more detailed guidance document to enhance material comprehension.

1.1.3. Provide advanced acceleration program for SIBs in expand stage.

The Advanced Technical Supporting Program for SIBs was designed to support SIBs in the expansion stage (SIB has an annual income above two billion Vietnamese Dong and has at least fifteen full-time personnel), to (i) expanding the domestic/international market, and (ii) accessing new financial resources. Under this program, 12 SIBs (07 SIBs or 58% led by women; 02 SIBs led by ethnic minority people) in agriculture sector, from 9 provinces across the country were selected from more than 100 application based on their social impacts and the program's selection criteria.

The participating SIBs were provided with support to attend domestic and international fairs, participate in pitching and networking events, and benefit from tailored training and intensive one-on-one coaching in six months to strengthen their export capabilities and access to finance. A total of 46 training/coaching hours were conducted, with more than 30 connections between SIBs and investors, financial institutions and big buyers, distributors. The training topics provided by the implementing partners were based on the needs of the SIBs and focused on Sustainable social impact in business, Improving Business Model, Financial forecasting, Financial management, Fundraising fundamentals, Social & Quality management, Impact storytelling, Building brand strategy, International market expansion, Logistics and supply chain management, etc. 11 SIBs (06 SIBs or 55% led by women; 01 SIBs led by ethnic minority people) had the opportunity to pitch their fundraising and export plans to more than 30 investors, financial institutions, and major buyers, receiving valuable feedback from experts. Among them, 2 SIBs received collaboration offers immediately after the event. Moreover, 03 SIBs were sponsored to exhibit in the world largest international trade fair – “Canton Fair” in China, and 07 SIBs were facilitated to join the “Vietnam Food Expo” -

The biggest international exhibition of food industry in Vietnam. As a result, 03 SIBs successfully secured their first export agreements to China, Australia, and Japan.

At the end of the program, 100% SIBs were well-prepared and equipped with the procedures and processes for fundraising and exporting. As a result, 07 SIBs successfully expanded their domestic markets and exported to major international markets, including Australia, the Netherlands, Italy, Japan, China, South Korea, and Taiwan. Additionally, 03 SIBs secured new investments with a total value exceeding 400,000 CAD. 12 SIBs have provided employment opportunities to 756 individuals, including 577 women, 206 ethnic minority individuals, 03 people with disabilities, and 10 individuals from LGBT+.

Market Expansion:

- Le Gia: Exported trial orders to Australia.
- Bhnong: Exported trial orders to China.
- Dat Butter: Currently processing export procedures for 3 trial containers (20ft) to the Netherlands, Australia, and China (expected to complete in early 2025).
- Real Bean Coffee: In the process of completing export samples for 2 partners in China.
- Hong Lam: In the preparation process of exporting to Japan.
- Tam Tra Thai: Significant growth in domestic orders by successfully expanding the network of agencies and distributors.
- Ecosoi: Successfully exported 1 ton of fiber to South Korea and exported trial orders to India, Italy, Taiwan, Japan, China, and Taiwan.

Financial Access:

- Ecosoi - Secured an investment of \$70,000 CAD from an angel investor by effectively communicating its positive social and environmental impacts.
- Toan Thuong – Successfully enhanced cultivation strategies, increasing yield and reducing costs. Received an investment offer from two investors in Shark tank Vietnam, with a total value of \$285,000 CAD.
- Bhnong - Received an investment of \$60,000 CAD from an angel investor.

1.2. Output 2: Improve the ecosystem of intermediaries supporting SIBs, especially those led by women and vulnerable groups

1.2.1 Strengthen the capacity of existing SIB intermediaries, especially those supporting SIBs led by , women and vulnerable groups (carry-over activities from 2023). This program included

Webinars and peer coaching between local and regional SIB intermediaries, implemented by CSIP, from October – November 2024.

The webinar series “Empowering Social Enterprises Across Asia: A Virtual Tour” aims at leveraging the capacity of SIB Intermediaries by inspiring and sharing international experiences in developing SIB ecosystems. The topics covered included (i) Sharing South Korean and Filipino experiences in fostering intermediary organizations and promoting the growth of social enterprises (SE); (ii) Promoting research and policies on SE in Southeast Asia; (iii) Unlocking funding for ecosystem builders and social enterprises, with insights from Indonesia.

Speakers included the ISEE-COVID Project Manager, CEO of CSIP, Country Director of CAMP International, ISEA President, and Co-Founder and CEO of Instellar. The thematic topics were closely aligned with the interests of intermediary organizations. Discussions not only focused on the landscape, nature, and practices of the regional SE ecosystem but also on specific issues such as fostering intermediary organizations and social enterprises, promoting research and policy advocacy, and funding mechanisms for intermediaries.

The series engaged 58 participants from various organizations and professional backgrounds. Notable changes in their perception and understanding of Asia’s SIB ecosystem before and after the coaching sessions were recorded. Post-webinar evaluations revealed positive outcomes, with 71% of respondents stating the webinars met their expectations and 21% reporting they exceeded them. The quality of thematic discussions delivered by the speakers, as well as the logistical organization, was highly appreciated. Regarding content, 54% found it highly useful, and 46% considered it moderately useful.

Peer-to-Peer Pathways (PPP) Mentorship program between local and regional SIB intermediaries. In the context of significant challenges faced by intermediary organizations (e.g., lack of sustainable financial models, limited organizational capacity, and insufficient connections with both SIB and other intermediaries), the PPP initiative offered one-on-one mentorship between regional/international intermediaries (as mentors) and Vietnamese intermediaries (as mentees). This initiative aims to: (i) Create a learning space for local and regional SIB intermediaries to share experiences and insights; (ii) Foster connections and strengthen linkages among SIB intermediaries in the region; (iii) Enhance the capacity of intermediaries to provide better services and support for SIB.

Three intermediary organizations were selected to participate based on the program's selection criteria, included: (1) BizCare & CEO of Instellar: Focused on refining the existing incubation program, attracting investors and partners, and developing a strategic plan to achieve sustainable growth and enduring impact; (2) BSSC & Project Advisor of Reach for Change: Focused on creating a diversified fundraising strategy and exploring new revenue streams to strengthen financial sustainability and support long-term growth; (3) Green U: Focused on incorporating women's economic empowerment principles into existing programs within agricultural value chains.

The intensive 4-week PPP mentorship program for three intermediaries achieved 100% of its target in addressing capacity building, financial sustainability, and strategy development issues for SIBs. Feedback was positive that the intermediaries’ capacity improved significantly (average score: 4.33/5.0); Peer learning facilitation was highly rated (average score: 4.50/5.0); Networking opportunities were appreciated (4.17/5.0); Mentors found the program highly impactful (67%) or moderately impactful (33%). Post-program, GreenU plan to design a strategic plan for high-

impact SIBs and specific community segments, BizCare plans to enhance incubation programs and expand investment networks, and BSSC will refine revenue models and explore international partnerships.

Some key lessons learned: Improve Mentor-Mentee Matching: Align expertise with mentee needs for better outcomes; Extend Session Durations: Provide more time for deeper topic exploration; Flexible Scheduling: Address time zone differences and scheduling conflicts with more flexible or extended program durations; Sustained Partnerships: Build mechanisms for long-term collaboration and post-program support; Promote Cross-Border Exchanges: Expose participants to diverse strategies and successful models.

1.2.2. Conduct Impact Measurement and Management (IMM) for the SIB network members (carry-over activities from 2023)

IMM Training and Master Coach for Intermediaries. In parallel with the IMM training for SIBs (see IMM training and coaching for SIB in Output 1.2), CSIP conducted a 3-day IMM training course in August 2024 for 24 trainees from 19 intermediaries (67% female, 33% male; 67% from the North, 25% from the South, and 8% from the Central region). Following the training, seven outstanding coaches from the course were selected to assist SIBs in designing and implementing the IMM framework in their operations. Each coach was paired with a SIB (chosen from the IMM Training for SIB) to apply IMM knowledge to the SIB's business. Upon completing the program, the coaches felt empowered to practice IMM coaching. Some have already begun providing IMM support to new SIBs or integrating IMM coaching into their strategies. All coaches highly appreciated the program. Key recommendations included: more support to coaches to build confidence in applying IMM, conducting post-coaching follow-ups, and organizing networking sessions. Video Production by CSIP will be created for platforms like Udemy or Coursera and its copyright will be discussed by CSIP with UNDP. For further achievements and lessons from this program, see Output 1.2 – IMM training and coaching for SIB.

1.2.3. Support new and mainstream intermediaries to build new social impact programs

Better Impact TOT (BIT) implemented by Fulbright Center for Entrepreneurship and Innovation (CEI), to strengthen the SIB ecosystem, particularly in Central and Southern Viet Nam, by increasing the number and quality of new SIB intermediaries as well as enhancing the accessibility of SIBs to quality support services. 10 intermediaries (batch 1) and 05 intermediaries (batch 2), with a total of 40 leaders (75% female) were selected for two BIT batches to improve quality support services for the SIB ecosystem, particularly those in Central and Southern Viet Nam. Participants in batch 2 received 07 intensive training sessions and in batch 1 received 6 training session, focused on impact definition and measurement, SIB ecosystem, impact intermediaries' value proposition and business model, and integration of gender (+) issues into SIBs. Each intermediary was required to submit a set of assignments which started with understanding impact businesses; building support programs; experimentation and developing an execution plan for feedback from coaches and mentors. A total 45 coaching sessions (37.5 hours) and 30 mentoring sessions (30 hours) with local and international experts and industry practitioners were provided for the intermediaries; and 02 group check-in sessions were also organized among all intermediaries in batch 2 (that similarly for the participants in batch 1). Due to the Final Showcase and completion of the program of the batch 2 moved from the end of Dec 2024 to 11

Dec 2024 (in the same day of SIB Connection 2024), the number of coaching for this batch was increased to ensure early completion and group check-in time was subsequently reduced.

The BIT Batch 2 Final Showcase, held in Hanoi on December 11, 2024, was a key event demonstrating new impact tracks developed by intermediaries. Part of the SIB Connect 2024 by UNDP, it attracted 43 guests, with 70% female. Highlights included presentations of three initiatives from five intermediaries and an update from BIT Batch 1 participant Angel 4 US on their ESG program for MSMEs. Participants rated their satisfaction with BIT Batch 2 highly, with an average score of 4.7/5, and a Net Promoter Score of 4.9/5. As a result, from the program, all 15 intermediaries of the two batches has developed and tested products/ services to support SIBs on enhancing SIBs' capacity, addressing challenges such as product development, market access, and financial sustainability while fostering long-term growth and positive social and environmental outcomes.

1.2.4. Promote the SIB Ecosystem and Build a network of local experts (local champions) to support SIBs in Tra Vinh province:

In 2024, the project aimed to improve SIBs' access to technical support in a southern rural province by (i) sharing and replicating good practices from policy experiments and ecosystem-building experiences in Hue and Cao Bang Province and the SIB Innovation Champion LaunchPad program and (ii) Promoting and developing local SIB Champions to implement supporting activities for the SIB ecosystem in the south. Priority was given to Tra Vinh because this province already has a group of local mentors (initially created by the Tra Vinh SME Development project, funded by Canada, and terminated by the end of 2023). Overall, 95 individuals (41% female) benefited from the program through series of capacity building activities including trainings, coaching and connecting activities. The program also marked the establishment of the "Tra Vinh SIB Champion Network" with 13 members (62% female), serving as a core force in promoting and sustaining the local SIB ecosystem. It was divided into four main phases as follows:

Phase 1: Brainstorm and co-design

Building on lessons learned from previous programs, this initiative adopted a new approach by proactively collaborating with local government agencies to share information, generate interest, build consensus, gather feedback, and jointly implement the program. The launching event was successfully held with the participation of over 70 delegates (30 women), including leaders from local departments and agencies, pioneering business incubators in the advisory network, and SIBs. All participants gained a clear understanding of the concept of Social Impact Businesses and contributed valuable feedback to co-create the program, ensuring its alignment with local needs. Additionally, attendees expressed enthusiasm for continuing their involvement in the project's upcoming activities. This provides a significant and favourable foundation for the successful implementation of subsequent project activities.

Phase 2: Recruitment

The selection process for local champions was conducted through a rigorous procedure to ensure the most suitable candidates were chosen. First, a detailed set of selection criteria was developed, including requirements for professional qualifications, work experience, coaching skills, and a commitment to support SIBs. Local government agencies were then asked to nominate a list of

suitable candidates from their localities. Candidates who passed the application review were invited to interviews to assess their practical skills and suitability for the role. This process ensured transparency, objectivity, and the selection of a team of advisors best equipped to meet the needs of SIBs. As a result, 25 candidates (56% female) were selected to move on to the next phase of the program.

Phase 3: Training and Coaching

This phase consisted of three main activities: bootcamp training, online training and coaching, and field visits and networking. The bootcamp program was conducted over three days in Tra Vinh for 25 champions (56% female). It successfully equipped participants with a clear understanding of SIB concepts and models, mapped the SIB ecosystem in Tra Vinh, and practiced the SMC Local Advisor Network Creation Methodology. Over three months, 18 training and coaching sessions were held with more than 36 hours and covering 11 training topics, provided the champions with essential knowledge and skills to effectively support SIBs. 03 SIBs (02 female-led) directly benefited from advisory sessions and collaboration with the champions on topics such as developing business plans, integrating gender and environmental factors, optimizing production processes, improving financial management, addressing challenges, and leveraging resources for sustainable development. Additionally, the program successfully organized the "Connecting Day" event, which brought together experts from the SIB Innovation Champion Launchpad program, Tra Vinh champions, SIBs, and local pioneering enterprises. This event achieved remarkable results, including transferring a household economic development curriculum, packaging a six-step process to promote the SIB ecosystem in Tra Vinh, identifying needs, and creating a support plan for local SIBs.

Phase 4: Closing:

After more than four months of implementation, local officials and SIBs actively and diligently participated in the program. They continuously enhanced their knowledge and skills through training sessions led by instructors and experts. As a result, the local advisory team is now equipped with the necessary foundation, tools, and skills to effectively support SIBs in the region. 13 SIB champions, including 10 local officials and 3 SIB representatives, were selected from the 25 candidates based on their capability and commitment to be officially recognized as the core champion team. At the closing event, the SIB Champion Network in Tra Vinh was officially launched, serving as a pivotal component in promoting and sustaining the local SIB ecosystem.

1.2.5. Strengthen SIB Hub (This is a carried-over activity from 2023)

SIB status report. In 2023 and 2024, SIB Hub continued to collect additional data on SIBs to help stakeholders better understand the current status and needs of SIBs. This will enable the development of more effective support policies, create support services that better meet SIB needs, and facilitate easier business connections for SIBs. Data collection methods include desk reviews, online questionnaire surveys and in person interviews with SIBs and intermediary organizations. The analyse used descriptive statistics combined with exploratory methods to identify correlations. The data structure was based on the practical needs of stakeholders for

various purposes, such as policy development, service orientation, business connections, and addressing gender, social, and environmental issues.

As a final result, a comprehensive dataset of 231 SIBs, including 65 new SIBs and 156 SIBs from in the 2022 SIB list were collected/updated. Among them, 88 SIBs are female-owned, 83 are male-owned, and 60 did not disclose their gender. During the analysis, several challenges were encountered, such as an insufficient sample size and incomplete responses from some survey participants. Therefore, the findings and analyses in this report may not fully reflect the actual status of the SIBs and intermediaries registered as members of SIB Hub.

SIB Status Report. The report focuses on analysis SIBs' characterizes categorizing by type, size, business sector, operational status, product distribution area, duration of operation, knowledge of SIB leaders related on business sustainable development, challenges SIBs face in accessing policies, capital, markets, human resources, as needs for support from ecosystem. The report provides recommendation solutions for SIBs, such as: enhancing access to online policy information and consulting services, implementing capacity-building programs for product improvement and sales through comprehensive, multi-dimensional solutions, and organizing product exhibitions for SIBs. Additionally, it suggests offering media services for product promotion, connecting SIBs with trade promotion workshops and relevant fairs, and enhancing the financial management skills of SIB leaders to facilitate access to credit from support organizations. The report advocates for providing coaching and training sessions, organizing talk shows to share knowledge, skills, and experiences, and connecting SIBs with intermediaries and SIB Champions for consulting, training, and coaching. Strengthening connections with investment funds and social impact investors is also recommended. The report has been shared by GreenU via Google link and QR Code with the SIB network through the Monthly Newsletter, reaching over 200 network members. The ISEE-COVID project has also shared the report with project partners (BSSC, BSC, Bizcare, and Avantar) via email. See **Documenting the process of establishing and operating the SIB Hub**. One of the goals of the ISEE-COVID project is to establish the SIB Hub to connect SIBs, intermediaries, and policymakers, addressing challenges and providing long-term support. GreenU uses an ecosystem approach, involving diverse stakeholders like policymakers, consultants, investors, distributors, and suppliers to create a network that meets SIB needs and facilitates support activities. An adaptive and flexible method was applied, focusing on SIB needs through thorough surveys and analyses, with continuous improvement based on pre- and post-activity surveys. Gender, social, and environmental issues were integrated to ensure inclusive participation and eco-friendly practices. The design thinking approach was also used to build a sustainable business model, involving steps like empathizing with SIBs, defining problems, generating ideas, creating prototypes, and testing services. This iterative process tailored support to specific SIB needs.

A sustainable business model for SIB Hub operation is focused on financial self-sufficiency through revenue-generating services like space rental, consulting, training, and event organization, while diversifying income sources and optimizing operations for long-term sustainability. Currently, SIB Hub has been adjusted and tested support activities. While progress has been made in building the network and providing services, results have not fully met expectations. Key challenges include optimizing support models, resource limitations, and adapting to diverse SIB needs. However, partner and community interest provides significant advantages. Lessons learned from the documenting the process of establishing and operating the SIB Hub emphasize the importance of continuously experimenting and adjusting support

methods, enhancing connections and communication, and improving the ability to measure and evaluate program impact to increase real value for SIBs.

1.2.6. Connecting Departments of Planning and Investment in supporting Social Impact Businesses:

This event was designed with the goal of encouraging officials from the Departments of Planning and Investment to share knowledge, experiences, and best practices to enhance the effectiveness of supporting SIBs at the local level. A total of 30 government officials (16 female) from the Departments of Planning and Investment of 13 provinces across Vietnam participated in the event held in Hanoi on November 15, 2024. The event was divided into two main parts. The morning session featured presentations on the SIB ecosystem, guidance on implementing policies to support SIBs, sharing lessons learned and success stories from Hue, Cao Bang, and Tra Vinh, and exploring technological products aligned with sustainable development. In the afternoon, participants had the opportunity to visit, interact with, and learn from two exemplary SIB models: "KymViet" – an SIB promotes the rights of persons with disabilities (PWDs) and brings Vietnamese cultural identity to the world, and "HanhSilk" – the SIB revitalized the 400-year-old Nam Cao silk village while creating positive social and environmental impacts. The delegates had a highly productive day of discussions, sharing insights, and exchanging experiences on building and developing the SIB ecosystem, providing valuable lessons that could be replicated and applied in their localities.



1.2.7. Strengthen connections and exchange activities in the SIB ecosystem

In 2024, with the goal of developing collaborative strategies to address key challenges within the ecosystem and fostering connections, particularly between SIBs and large enterprises, the ISEE-COVID Project organized a series of three workshops, including:

- **SIB Forum.** The event took place within the framework of the Southeast Asia's Leading Innovation Forum and Exhibition - InnoEx 2024, brought valuable lessons, insights and open discussions between experienced experts to bridge the gap between SIBs and leading enterprises. SIB Forum had the participation of representatives from UNDP, GAC, leading enterprises such as Coca-Cola and TikTok, along with more than 50 participants from both within and outside the SIB ecosystem. In addition to in-depth technical content on topics such as "Initiatives to Foster Collaboration Between SIBs and Leading Enterprises," "Case Studies - Experiences in Collaborating with Agricultural Enterprises to Enhance the Value of Vietnamese Agricultural Products," "SIBs Creating 'Shared Value' with Large Enterprises for Mutual Success," discussions on "The Key to Unlocking Inner Strength for SIBs," and "Decoding the Partnerships Between SIBs and Large Enterprises," the event also marked the signing ceremony between SIB Benkon and The New Gym company, as well as Thu Dau Mot University to transfer the energy management and optimization system which aims at reducing carbon emissions.
- **Impact Practices Showcase** was part of the "SIB x Pioneering Enterprises: The Innovative Business Matching" program held at SIB Connect 2024. 6 SIBs (2 female-led SIBs and 1 LGBT-led SIB) participated in the program and presented their products and services, business strategies, resource optimization capabilities, collaboration outcomes, and connections with pioneering enterprises. This aimed to create effective business partnerships and explore market growth potential for the future. The event attracted more than 50 participants, including representatives from UNDP, GAC, SIBs, SIB intermediaries, and pioneering enterprises such as Simexco Daklak and PNJ. The top 3 outstanding SIBs (SSVN, Banh mi Ma Hai, and Veritas) received opportunities to participate in the following acceleration programs, such as the Phu Nhuan Incubation Program, direct entry to the Top 20 of the Green Innovation Fellowship 2025, and a pair of round-trip tickets to attend an international event in Southeast Asia. These opportunities aim to enhance their business capacities and increase collaboration prospects with pioneering enterprises. SIB Veritas, which won the highest award, "Raising Star," will be showcased at InnoEx 2025 to connect with investors and international partners from 60 countries.
- **SIB Ecosystem Stakeholders Meeting** is an annual high-level event to update the ecosystem situation and seek advice from key stakeholders on further developing the SIB ecosystem. This year, 26 delegates (15 females and 1 PWD) representing various components of the ecosystem including SIBs, intermediaries, government agencies, and leading enterprises have collaborated to co-create strategic plans to foster mutually beneficial partnerships between SIBs and pioneering enterprises, with the overarching goal of building a sustainable SIB ecosystem and advancing the Net Zero commitment. Within 2 working days, meetings were facilitated to (i) Evaluate the collaboration between large enterprises and SIBs, (ii) Explore the profiles and needs of large enterprises in the context of cooperation with SIBs, and (iii) Identify gaps between SIBs and pioneering enterprises. These discussions aimed to propose and select suitable solutions, then deliberate on feasible methods for implementing activities to foster cooperation between SIBs and large enterprises in the near future.

Last but not least, the project successfully organised the high-level policy dialogue, as well as the SIB ecosystem festival - SIB CONNECT 2024. This event also marked the conclusion of the ISEE-COVID Project and chart a strategic course for the ecosystem's future. SIB Connect 2024 The program was successfully conducted with the enthusiastic and high-quality participation of over 200 guests, including representatives from SIBs, intermediaries, large enterprises, impact investors, and policymakers. Through three in-depth working sessions, delegates engaged in activities focused on investment and export networking, sharing experiences on connecting SIBs with pioneering enterprises, supporting intermediaries in developing social impact programs, exchanging ideas and directions for the future development of the SIB ecosystem, and were inspired by deeply emotional and practical stories shared by the ecosystem representatives who have been closely involved with the project over the past three years. Many attendees shared with the organizing team that the program provided them with significant practical value and expressed a strong desire to continue accompanying and contributing to the growth of the SIB ecosystem in Vietnam in the future.

1.2.8. Document training materials and videos sharing lessons learned and successful case studies

1.3. Output 3: Strengthened capacity of government on SIBs-related policies, which are gender-responsive, inclusive, and transparent

1.3.1. Build capacity for government officials on SIB and supporting policies:

In 2024, with the goal of raising awareness about SIBs and the importance of gender, environmental, and climate issues, as well as enhancing the implementation and utilization of SIB supporting policies, the project successfully implemented the activity "Training on the implementation of SIB supporting policies for government officials". 03 training sessions were held in Ho Chi Minh City, Hanoi, and Hai Phong, contributing to the capacity-building of 198 participants (70% female), including 45 government officials, 48 representatives of intermediaries, and 105 representatives from SIBs and small and medium enterprises (SMEs). This initiative also enabled the local business community to gain a clearer understanding of SIB, their roles, and those of other stakeholders in the SIB ecosystem, thereby promoting sustainable business practices. All participants highly appreciated the quality of the trainings, which provided them with up-to-date and practical knowledge about the SIB model and key

state support policies for female-led SMEs. Additionally, the program played a crucial role in raising awareness among central and local government officials about social impact businesses and the relevant supporting policies. It equipped participants with skills and methodologies to effectively implement support activities and programs for SIBs in the future.

1.3.2. Provide policy support to the government to build a gender-responsive, inclusive, and transparent regulatory framework to support SIBs

A Policy Communication Package was implemented with the primary goal of raising awareness among the public and the SIB ecosystem about the importance of Social Impact Businesses and the positive economic, social, and environmental impacts they bring. At the same time, highlighting the support activities from the government, and the ISEE-COVID Project that have been implemented to assist SIBs in continuing their development and overcoming challenges. By integrating diverse communication activities into a comprehensive media campaign, complemented by rich content and deployment across multiple platforms, this communication package successfully reached over 1 million people across Vietnam. It effectively conveyed the distinctive imagery and messages of the SIB ecosystem, emphasizing gender responsibility and social inclusion. A total of five key activities were implemented, including:

(i) Reaching over 1,000 people through the production of three video clips focusing on supporting the development of the community tourism ecosystem in Thua Thien Hue and Cao Bang, as well as facilitating SIBs' access to financial capital and credit. These videos were broadcast on television channels namely VOVTV, VTC1, and Truyền hình Nhân dân.

(ii) Raising awareness about SIBs and their supporting policies of nearly 2,500 people through the publication of three feature articles on five online news platforms that support businesses working with vulnerable groups, including [Phu nữ Việt Nam](#) and [Đồng hành Việt](#) (agency of The Vietnam Federation for the Disabled).

(iii) Successfully producing a documentary about the status of SIB supporting policies, the impact of project's activities, and policy recommendations from SIBs, experts, and stakeholders. Additionally, a policy discussion program featuring representatives from the Business Development Agency, UNDP, and SIBs was broadcast on VOVTV and online, attracting over 1,700 views.

(iv) Promoting the positive contributions of SIBs, related policies, and support programs to over 900,000 people through a media campaign featuring 14 diverse content pieces, including photos, infographics, and videos.

(v) Sharing information about SIB models, support programs, and policies with over 44,000 businesses nationwide by sending more than 114,000 SMS messages.

The communication campaign created significant and positive impacts on the target groups, including SIBs, government agencies, intermediary organizations, and the community. A total of 18 SIBs (9 female-led SIBs, 8 employing ethnic minorities, and businesses run by or for persons with disabilities) participated in the campaign, enhancing the visibility of SIBs in production, business, and their positive contributions to society and the environment. The campaign effectively benefitted the business community, particularly SIBs, by providing information on available support solutions. This helped SIBs access policies and modern, efficient business solutions, empowering them to confidently continue their development. For government agencies, the campaign improved awareness and policymaking by clarifying the roles, challenges, and needs of SIBs, thereby promoting suitable policy initiatives and improvements. The discussion programs and documentaries provided a platform for dialogue, fostering effective collaboration between regulators and stakeholders. For support agencies and intermediary organizations, the campaign facilitated a better understanding of the needs and aspirations of SIBs, creating opportunities to collaborate with SIBs and government in designing and implementing tailored support programs. Last but not least, with over 1 million people reached, the campaign successfully raised awareness of SIBs and their social impacts. The public gained a better understanding of the importance of SIBs in addressing social challenges, fostering greater support and connections with these organizations. The campaign encouraged community participation in sustainable initiatives by supporting SIBs through their products, services, or social projects they lead.

1.3.3. Carry out policy experimentation on supporting SIBs at the provincial level, with gender equality integration: LâmIn 2024, build from the result of previous policy experiments, the project launched two series of activities under the provincial actional plans to support the SIB ecosystem in Thua Thien Hue and Cao Bang.

Action program in Cao Bang province:

The project has implemented a comprehensive training program to enhance the capacity for community-based tourism, aiming to equip SIBs and local communities with the necessary knowledge and skills to develop sustainable tourism models. The program focuses on creating community-based tourism products, improving destination management and promotion skills, as well as raising awareness of the community's role in developing tourism that harmonizes with environmental and cultural protection. The program is designed with two main activities, which include:

- Organizing capacity-building training on community-based tourism: The training program was conducted over three days, enhancing the capacity of 41 participants (22 women and 34 ethnic minorities) with topics such as digital transformation for community-based tourism, community tourism skills and techniques, and a practical field trip to visit exemplary models. At the end of the course, 29 participants (48% women and 79% ethnic minorities) graduated by fully participating and achieving the required scores in the final exam. Pre- and post-training surveys showed that the program had a positive impact on the participants, confirming its relevance and effectiveness, and contributing to the promotion of sustainable community tourism. The initial survey revealed several limitations among participants, such as: 48.5% had poor communication with customers, most were not well connected with local entities, 33% did not know how to build effective media headlines, 61% were unfamiliar with AI tools, and 40% did not know how to create short videos. After the training, 94% of participants scored 7/10 or higher in the exam covering the topics taught, with 15 individuals achieving the maximum score, demonstrating increased awareness and effective practice.
- 1-on-1 Coaching: 10 SIBs (03 female-led and 80% led by ethnic minorities) were selected based on criteria such as participation in previous training sessions, business capability, commitment to the program, and positive impact on the society. 40 coaching sessions, with over 80 hours, were conducted through a combination of field surveys, on-site consultations, and online meetings. These sessions were tailored-made to each SIB, focusing on practical topics such as identifying strengths and weaknesses, evaluating marketing strategies and customer service, improving business operations, and proposing appropriate solutions. In addition to official coaching sessions, project experts provided ongoing online support to SIBs, helping them step-by-step to apply recommendations to their business activities. The 1-on-1 coaching program delivered significant impacts,

enabling SIBs to improve and enhance the quality of their business operations, adopt effective management processes, optimize resources, and reduce waste. Specifically, in tourism product development, SIBs introduced innovative services and crafted unique stories tied to local cultural identities, enhancing their value and competitiveness in the market. These changes contributed to promoting community-based tourism in Cao Bang toward greater sustainability and professionalism.

Action program in Thua Thien Hue Province:

Following the prior interventions in Thua Thien Hue Province, the project collaborated with the Department of Planning and Investment, local government agencies to launch a comprehensive communication campaign focused on two locations: the Pho Trach Village and the Phuoc Tich Village. The campaign aimed to (i) increase the visibility of these tourist destinations among potential visitors, thereby promoting the development of businesses, including SIBs in the area, and (ii) enhance service quality to help businesses, households, and local residents engaged in tourism attract more customers then increase their revenue. To achieve these objectives, the project implemented three main activities, including:

- Training course on tour guide skills in Phuoc Tich Village and Pho Trach Village: Creating local tour guides is a crucial factor in improving the quality of tourism services and fostering sustainable development. With a varied combination of instructors, including experienced university lecturers, researchers specializing in the culture, history, and preservation of Phuoc Tich Ancient Village, the head of the management board, and local ceramic artisans, the program provided participants with comprehensive knowledge of local history, culture, and specialties, allowing them to offer visitors a richer and more profound experience, thereby enhancing the value of the Phuoc Tich Village and Pho Trach Village as tourist destinations. The program enhanced the capacity of 34 participants (56% women, 3 ethnic minorities), including tour guides, tourism students, lecturers, and representatives of local SIBs. Among them, 31 participants graduated and received certifications, achieving a success rate of 91%. Additionally, the project and local social media platforms actively promoted the activities before and after the training, attracting significant community interest with a total reach of over 2,000 people.
- Organize an art competition: The competition was organized with the goal of identifying high-quality artworks to support the development of communication plans for tourism

products as well as distinctive check-in display points in Pho Trach Village and Phuoc Tich Ancient Village. Additionally, it aimed to enhance the promotion and communication of the unique cultural and tourism values of these two localities, thereby attracting the interest of visitors and the community. Through the competition, the initiative inspired a spirit of learning and exploration of history and culture among the local population, particularly the younger generation. The competition attracted 50 participants (76% women, 4 ethnic minorities), reached over 200,000 people, and recorded more than 500 direct interactions on social media platforms.

- Organizing guidance, design consultation, and communication planning for tourism products and distinctive check-in display points in the Pho Trach Village and Phuoc Tich ancient Village: The program collaborated with the Management Board of Architectural and Artistic Relic of Phuoc Tich Ancient Village and a local consulting unit, successfully creating two design products named “Phuoc Tich Map Relief” and “Directional Signpost”. These products reflect the unique characteristics of the area by incorporating Phuoc Tich ceramics and motifs rich in local cultural identity. They will be placed at key intersections within the premises of Phuoc Tich Ancient Village. Additionally, the project developed a detailed comprehensive communication plan for these products and handed it over to the Management Board of Architectural and Artistic Relic of Phuoc Tich Ancient Village to implement. Although the activity has only completed as a guidance, consultation, with the results handed over to the local authorities for further resource mobilization and implementation, it has contributed to enhancing and spreading the value of local imagery and culture, laying a foundation for further promotion and sustainable tourism development in the future.

2. Cross-cutting issues

The Project GEWE strategic plan 2023 was developed to provide orientation and priorities related to GEWE in the project, as well as how to integrate gender issues and intersectional factors (e.g., ethnicity, disabilities) throughout the project management cycle, and the Project Annual Plan. Therefore, gender and social issues are integrated in the project cycle management, the SIB intermediaries’ coaching, and SIBs planning and daily operation.

2.1. The Project GEWE and Environment Integration Plans in 2024 and its Implementation.

Gender, social, environmental, and climate change issues were fully and meaningfully integrated throughout project activities and components.

The Project GEWE Plan 2024 was developed to provide orientation GEWE priorities, key activities and target indicators for the Project Annual Work Plan. The Plan aligns with the project GEWE Strategy, Canada's FIAP (International Women's Rights Policy) and UNDP's Gender Equality Strategy (2022-2025). To ensure the target plan, gender, social, environmental, and climate change requirements were integrated in all related TORs, relevant contractors' plan, communication campaigns, training, and events, and M&E data collection and reporting systems.

Updated Guidelines on Mainstreaming GBA (+) in SIB. The handbook "Enhancing Impacts Goals by Mainstreaming Gender Plus in SIBs" was updated based on the 2023 guidelines. The new updated content focuses on guidelines and tools on: GBA (+) and impact creation of SIBs, GBA (+) and SIB profiles, GBA (+) and inclusive business models, Diversity-Equity-Inclusion (DEI) in corporate culture, and preventing sexual harassment in the workplace. The handbook was introduced to all implementation partners during GBA (+) training, coaching sessions, posted on the Project Facebook, share to the UNDP's GESI networks, and external stakeholders. It has been evaluated as very practical and useful by SIBs and intermediaries.

GBA (+) and Environment training, coaching for implementation partners and targeted SIBs. Eight training sessions on identifying and integrating GBA (+) in SIBs/SIB ecosystems, DEI in SIB culture, and GBA (+) in IMM were provided for 145 participants (76% women, 2% gender-diverse, 22% men; 84% SIBs and 16% intermediaries), by UNDP Gender Specialist, with support from implementation partners. Each training session lasted 2-4 hours. This improves the participant's knowledge on GBA (+) issues in real-life scenarios, business operations, and impact creation. This helped them recognize the barriers and motivations faced by women and vulnerable groups, that links to their SIBs business development. Tools and experiences on enhancing GEWE in SIBs, shared by the trainer, along with practical initiatives and exemplary stories from SIBs and intermediaries, provided valuable insights; inspired SIBs to effectively address GBA (+) issues in planning and implementation their business models. Additionally, GEWE technical guidelines are integrated into the bi-weekly meetings with implementation partners, based on actual issues and their needs of support from UNDP.

GEWE and Environment Achievements in 2024 by implementation partners and SIB. Each partner implementing SIB support programs under components 1 and 2 integrated at least three GBA (+) and environmental activities into their services. For example:

- **IID, TAC, Avantar, Bizcare, and GreenU:** Conducted training sessions on storytelling about SIB impacts for programs like SIB Go to Market, SIB Gift, SIB Tour, SIB Advanced, and SIB Hub.
- **Bizcare and Avantar:** Used SIB profiles to identify and plan solutions for GBA (+) and environmental issues, supporting advanced SIBs through training, coaching, connection meetings, and attending fairs.
- **GreenU:** Developed an inclusive business model for SIB Hub, integrated GBA (+) and environmental considerations into SIB data collection and analysis, and provided leadership skills training for women in SIBs.
- **IID, TAC, ENK, VNSE, BSSA, and BSA:** Highlighted gender and environmental impacts as key criteria for selecting SIBs, designing and promoting SIB Gift and Tour packages, and connecting SIBs with pioneering large businesses.
- **CSIP:** Integrated GBA (+) and environmental topics into IMM training and coaching, and conducted webinar sessions for SIBs and intermediaries.

As a result, women entrepreneurs and vulnerable groups attended target program have significantly enhanced their confidence, leadership, knowledge, skills, and ability to access market networks and the SIB ecosystem.

Some good examples of SIBs attended Advanced Program 2024 are:

Bh.Nong Cooperative, owned by ethnic minority women, has 14 female workers (100% women), with over 60% being ethnic minority unskilled laborers; achieved an investment of \$60,000 CAD from an angel investor and exported trial orders to China in 2024; in next 6 months, plans enhance financial support and skill training for female workers and developing support policies for women (e.g., flexible working hours, establishing childcare facilities at the workplace).

Toan Thuong Cooperative, led by an ethnic minority woman, has 13 employees, all of whom are ethnic minorities, with 12 being women; successfully enhanced cultivation strategies, increasing yield and reducing costs, and received investment offers from two investors on Shark Tank Vietnam, with a total value of \$285,000 CAD in 2024; in next 6-month, plans to develop a brand story linked to the cultural identity of the Tay and Nung ethnic groups, creating at least 10 additional jobs for ethnic minority women in the raw material area, and establishing an organic waste recycling system to

produce natural fertilizers and reduce material waste by improving the production process.

***Tam Tra Thai Cooperative** plans to establish a support fund for at least 20 ethnic minority women workers. **Ecosoi**, plan to convert 30% of coffee cultivation areas to organic standards. **KBT Craft** plans to create jobs for vulnerable groups and reduce industrial waste by 15%. **Hong Lam** plans to reduce plastic usage in packaging by 15% and develop a training program on SDG. **Le Gia** plans to increase the use of glass packaging and reduce plastic waste by 20%.*

The UNDP team collaborated closely with AED to ensure GBA (+) considerations were integrated into SIB support policies piloted in Thua Thien Hue (TTH) and Cao Bang (CB). This included training plans for government officers and communication materials on SIB and support policies (e.g., video clips, policy discussions). These efforts emphasized the importance of participation, voice, benefits, and impacts of SIBs led by women and vulnerable groups. They highlighted the positive impacts these SIBs create, the barriers they face, and their need for support from the ecosystem, government, and the public.

2.2. Gender-responsive Communication Activities

The communication strategy for the ISEE-COVID project includes three main phases: 2022 – Kick-off - Awareness, 2023 – Engagement - Growth; and 2024 – Amplification - Acceleration. Gender-responsive approach was applied in the communication strategy with the use of gender-inclusive language and imagery throughout project activities.

While 2022 serves as a kick-off phase for SIB-related communication activities to raise awareness with the set-up and launch of the project's visibility on multiple platforms, 2023 focuses on growing engagement on both mass and social media through these diverse communication channels. Specifically, the [Communication Plan for the engagement phase in 2023](#) revolves mostly around promoting SIB concept and nurturing interest in SIB-related activities. This phase is proven to be well-received by the target audience with significant improvement in terms of performance on both mass and social media, acting as a stepping stone for the amplification phase in 2024 when all earned communication resources are synergized and accelerated for highlighting the project's outcomes and achievements.

Aligned with the three key project outputs, communication activities serve as the cross-cutting support with the [Communication Plan for amplification phase in 2024](#) focusing on key objectives:

- (i) Growing engagement in the SIB ecosystem through key communications platforms for SIB, SIB intermediaries, and SIB supporting policies
- (ii) Systemizing materials and synergizing diverse resources for key communication campaigns
- (iii) Amplifying the project's key message in leveraging Viet Nam's SIB ecosystem

2.3.1. Growing engagement in the SIB ecosystem through key communications platforms for SIB, SIB intermediaries, and SIB supporting policies

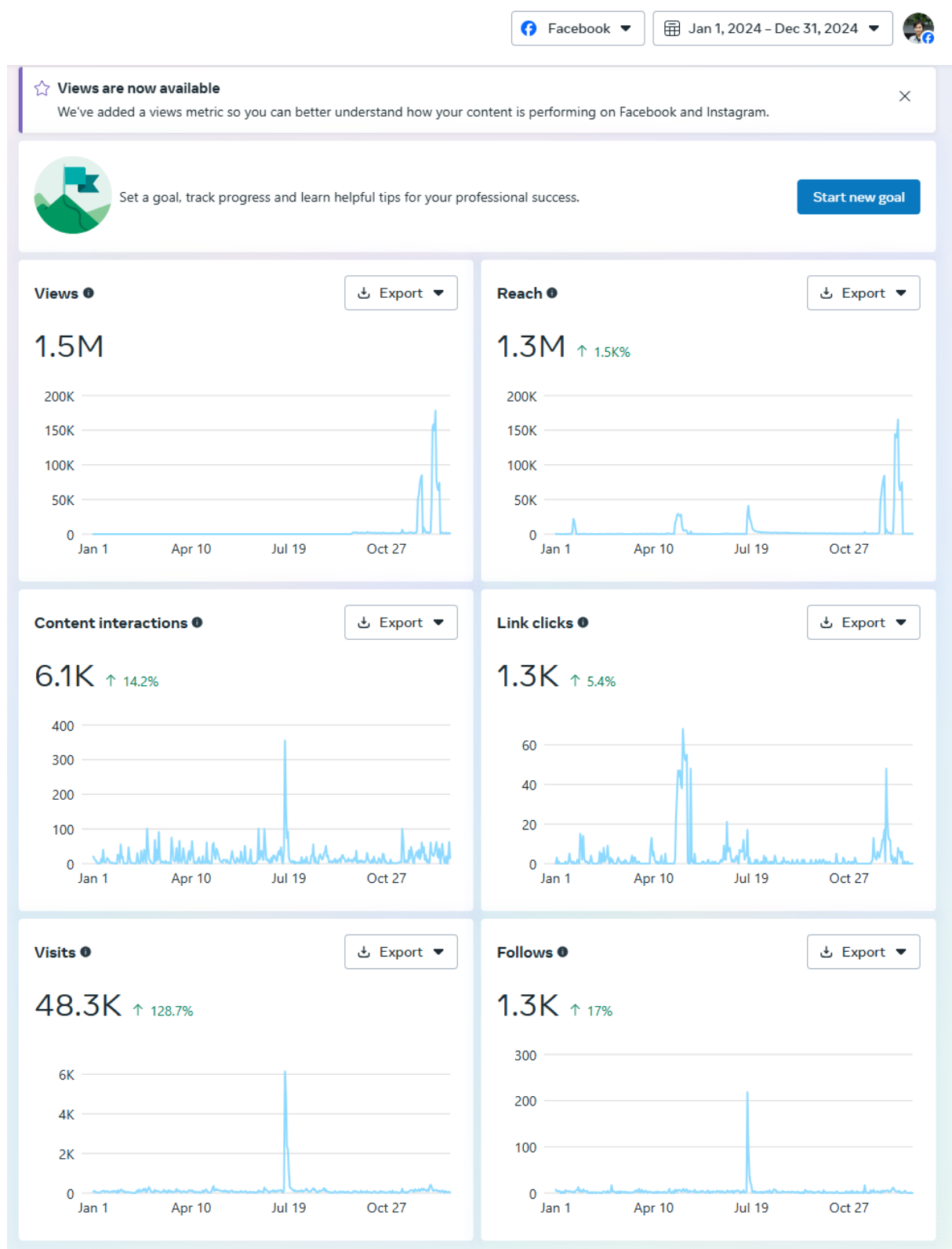
Firstly, in line with Output 1 - Strengthen SIB capacity and Output 2 - Improve ecosystem of intermediaries supporting SIBs, a wide range of communication activities were implemented to promote the SIB concept and the project's visibility to the public and relevant stakeholders. In 2024, by leveraging multiple channels, cross-platform communication allows the ISEE-COVID project to significantly extend their reach to a wider audience, making information on SIB and support programs/activities become more familiar and accessible on both mass and digital media.

In terms of digital media, main communication channels for SIB ecosystem showed high performance through data extracted from:

- ISEE-COVID Facebook: <https://www.facebook.com/duanhotrodoanhnghieptaotacdongxahoitaiVN>
- ISEE-COVID Website: <http://iseecovid.vn>
- ISEE-COVID YouTube channel: <https://www.youtube.com/@duanisee-covid>
- SIB Hub Facebook Group: <https://www.facebook.com/groups/1191561438263560>
- SIB Innovation Champion Launchpad: <https://www.facebook.com/sib.ftu.fiis> and <https://www.facebook.com/groups/2542676849205039/>

To illustrate, this platform demonstrates the rising strong interest from SIB, intermediaries, and relevant stakeholders in the SIB ecosystem. The ISEE-COVID project Facebook page witnessed substantial improvement in content performance and quantity compared to that of 2023:

- 1345 more followers, making the total number reach 4,200 followers
- 1.5 million views in 2024
- 1.3 million total reach in 2024, a 1500% increase compared to 2023
- 6100 total content interactions in 2024, a 14.2% increase compared to 2023
- 48300 visits, a 128.7% increase compared to 2023



*Figure on social media performance of the ISEE-COVID's Facebook page
from 1 January 2024 to 31 December 2024*

The ISEE-COVID project Facebook page experienced significant growth in reach and content interactions during the periods aligned with four key communication campaigns. On the other

hand, both the SIB Hub and SIB Innovation Champion Launchpad maintained stable engagement and experienced gradual growth in followers on their Facebook platforms in 2024.

Secondly, regarding Output 3 - Strengthen capacity of government on SIBs-related policies, a communication campaign plan was developed and implemented with AED/MPI to raise awareness and promote policy advocacy in support of SIB alongside with other project activities on this component.

2.3.2. Systemizing materials and synergizing diverse resources for key communication campaigns to ensure coherence and consistency

In order to systemize the project's visibility with coherence and consistency in different communication platforms, the communication guidelines were updated and applied in all communication materials/activities to guarantee the visibility of donor, implementers, and stakeholders. Specifically, the Global Affairs Canada's logo was shown and mentioned as the donor of the ISEE COVID project in all project events and relevant communication products.

By systemizing communication materials and synergizing diverse resources from SIB ecosystem, including SIB, intermediaries, and relevant stakeholders, four key communication campaigns with high media coverage on both mass and digital media were initiated and implemented. While the first two campaigns, [Thank-you SIB communication campaign](#) and [Policy advocacy communication campaign](#) were 2023 carry-over key activities, the [Support programs for Social Impact Businesses \(SIBs\)](#) and [SIB Connect 2024](#) were initiated and implemented in 2024.

2.3.3. Amplifying the project's key message in leveraging Viet Nam's SIB ecosystem

Harnessing the thriving SIB ecosystem, four key communication campaigns and a wide range of digital content were created to highlight the project activities and widen its visibility to members in SIB ecosystem and relevant stakeholders.

The [Thank-you SIB communication campaign](#) was integrated alongside with SIB Connect 2023 with follow-up activities to be completed in early 2024 to promote SIB concept and highlight social and environmental impact by SIB. Originally, it was a 2022 carry-over activity aiming to promote the SIB concept and SIB's products and services through viral online content with key opinion leaders on digital platforms. However, given the current context of SIB ecosystem, the approach of the campaign was thoroughly discussed, reviewed, and developed into a more SIB-centred strategy to (i) highlight the contribution of SIBs in the achievement of SDGs and (ii) call for more supportive environment for SIBs. Therefore, the communication campaign was

integrated as part of the SIB Connect 2023 and is amplified in 2024 with a series of digital content on mass and social media.

The [Policy advocacy communication campaign](#) co-implemented with AED/MPI gained more than 1 million in reach through multiple platforms, including mass media, social media, and SMS campaigns. Taking the momentum from the project's Output 3 - Strengthen capacity of government on SIBs-related policies, this campaign was planned and implemented throughout 2024 with the support from members and stakeholders in SIB ecosystem on multiple communication channels, including a series of videos, articles, and digital content on SIB-related supporting policies.

The campaign to promote [Support programs for Social Impact Businesses \(SIBs\)](#) in July 2024 welcomed high engagement and interaction on the ISEE-COVID Facebook page and relevant stakeholders, thanks to the supportive network that the project has built and maintained. As indicated from the ISEE-COVID Facebook Page's data, this period witnessed the peak time for content interactions, demonstrating considerable interests from members in SIB ecosystem for the project's activities.

Following the success of SIB Connect 2022 and [SIB Connect 2023](#) and concluding the project on a triumphant note, the [SIB Connect 2024](#) continued to stand out as the largest communication campaign by the ISEE-COVID project, receiving high coverage on both mass and digital media. The event was the epitome of success in terms of synergizing diverse resources and collective efforts from members and stakeholders in SIB ecosystem. Together with GAC, AED, and UNDP, prominent SIBs, intermediaries, and relevant stakeholders such as large corporations, impact investors, and policymakers actively participated in the event.

Please see the communication products in Annex 6

3. Finance

In 202-4, we planned to implement -xxx activities, of which - were completed, and - started in 2024 but would be carried over to 202-5 to ensure the continuity of support to SIBs.

Activities under the policy component led by AED/MPI have been delayed due to complicated procurement procedures. By the end of 2024, all procurement processes completed and activities would be implemented and completed in 202-5.

Regarding the budget, in 2024, we spent CAD 993,026 and carry over to 2025 is CAD (222,336). The budget plan for 2025 is CAD - 100,701

Table 1. Accumulative report until 31 December 2024 (CAD)

	Activities	Actual Expense			
		2021	2022	2023	2024
A.	Component 1: Improved capacity of SIBs, especially those led by women and vulnerable groups, on sustainable business development and financing	16,605	409,484	141,200	249,326
B.	Component 2: Improved ecosystem of Intermediaries supporting SIBs, especially those led by women and vulnerable groups	14,230	229,970	357,995	324,039
C.	Component 3: Strengthened capacity of government policymaking that enables SIBs to be gender-responsive, inclusive, and transparent	-	22,760	210,669	133,971

D.	Monitoring and Evaluation (M&E)		28,083		10,091
E.	Project Management, Audit, Estimated Implementation Support Services (ISS)	75,946	80,888	219,409	202,041
F .	GMS	8542	61,695	70,983	73,557
	Total	115,323	832,880	1,000,257	993,026

4. Project challenges and lessons learned.

4.1 Main Challenges:

4.2 Lessons Learned:

Annex 1 - Results Framework of ISEE COVID project by December 2022 (attached the Excel file to the Results framework)

Annex 2 - Project Risks and Issues

Updated project risks and actions

Project risk name	Risk mitigation management activities
Financial mismanagement/corruption	The level of Commitment and quality of these SIBs was identified during training, working with SIBs. Based on that, to mitigate risks of financial mismanagement, the project developed a robust monitoring framework for the use of grants. Once selected for funding, the SIBs and SIB intermediaries must consult with their coaches on the spending plan. These coaches followed all of the SIBs and SIB intermediaries' activities during the 6-month coaching programs to make sure that they spent the money appropriately towards improving their businesses and reported to UNDP regularly. Overall: The Project fund is well managed and implemented by UNDP based on international standards and UNDP rules and regulations. Most of the activities in this project focused on capacity building, and therefore the financial and corruption risk was low.
Environmental risks	At the inception of the project, a rapid assessment of the environmental impacts of each business plan proposed by the SIBs was carried out (SESP) following UNDP's global criteria and standards.

	UNDP particularly looked for aspects related to water usage and air quality, biodiversity conservation, and natural resources management, plastic use. A list of criteria will be established by the project team, with input from the climate change and environment experts to rapidly screen out SBIs whose operations may result in long-term adverse environmental impacts. Furthermore, only non-combustion and non-thermal processes will be considered eligible under the project
The project will not be able to influence policy to support SBIs due to the lengthy and bureaucratic policy-making process in Viet Nam	UNDP builds upon the existing strong relationship with government partners, in this project, the Agency for Enterprise Development (AED), to promote changes in policy that favour SBIs. In 2023, the two first policy documents on SIB were published, namely the White Book for SBIs, and the Action Plan to support the development of SIB in Phong Dien District, Thua Thien Hue Province. In 2024, the project team will try the best to advocate for more SBIs supporting policies at the national and provincial levels.
Sustainability of the SIB ecosystem	Instead of setting up one mainstream SIB intermediary network, the ISEE COVID project encourages and supports the SIB community-led networks, namely “Connecting Swallow”, “Vietnam Social Enterprise Network”, “SIB Southern Club” and “Vietnam SIB intermediaries network”. By supporting these networks, the SIB ecosystem has more key players, increasing the capacity of local network leaders. All of this helped bring sufficient resources to ensure financial sustainability for the network. Moreover, as the project advocates for SIB-ecosystem supporting policy, it will also promote policy that supports SIB intermediaries, which will likely provide grants and other resources for the network.

	Besides, the project will continue to improve the effectiveness and sustainability of the ecosystem's existing initiatives. In the meantime, the project will develop an exit strategy to ensure the sustainability of the ecosystem initiatives, such as the SIB Leaders Gathering, SIB stakeholder meetings, and SIB CONNECT. 2024 would focus on strengthening the SIB network's activities, supporting the establishment of the SIB Club under the Viet Nam Young Entrepreneurs Association, and creating several online platforms for exchanging information. The SIB-centered approach would be strengthened to ensure SIB leadership takes ownership of all initiatives.
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ANNEX 3 - GENDER ISSUES INTEGRATION IN THE PROJECT INTERVENTIONS

GBA (+) issues	Project's interventions in 2023
General issues on GBA (+) of SIB's owners and government officials	
SIBs owners' awareness of gender integration into business model development is still low. Very few are motivated to integrate GBA(+) issues into their business strategies, services, and products.	● Training on promoting GEWE in SIBs and GBA (+) for SIB's owners under Adaptation Program 2023 ● Develop an SIB profile template and provide technical guidelines for intermediaries on using the profile to identify the current status of SIBs in terms of economy, market, gender, society, and environment. The guidelines should also address their challenges, motivations, support needs, and practical for the designing and implementation the Adaptation and Enhancement Programs. ● Develop a template that integrate gender, social issues in business plan (using the Business Mode Canvas) and provide guide and support for intermediaries in assisting SIBs to develop and implement these model ● Share best practice and experiences on addressing GBA+ from SIBs and intermediaries to SIB Hubs, SIB ecosystem and other networks ● Update and sharing Handbook "Promoting GEWE in SIBs" to SIBs, SIBs intermediaries, SIB Hub
The attention of government officials, especially those in rural and remote areas, to promoting the GBA (+) approach in supporting the business in general and the SIBs, in particular, is low. The national business statistic are lacking characteristic information of SIBs,	● Gender and social requirement in TORs ● Provide technical support to ensure GBA (+) issues integrated in researches, capacity building for government officers, communication materials and policy experiment activities

including the GBA (+) related information.	
Specific GBA (+) issues of Women-focused SIBs	
Women leaders: lack of Leadership skills, technology, e-commercial; low power in decision making; Women workers: facing sexual harassment; Work-life unbalance; gender-pay gap; Breastfeeding, pregnant; Gender discrimination	● Train on Women Leadership (SIB Hub, WISE) ● Provide guidelines on Sexual Harassment at work to SIBs and intermediaries ● Train on Diversity, Equality and Inclusion (DEI) and Cooperative Culture ● Support for the improvement/development of Business Culture ● Share best practice on promoting GEWE of women-focused SIBs to other SIBs and network
SIBs led by/for people with disabilities (PWD)	
- Labor healthcare of PWD - Unsafe or convenient working conditions for people with disabilities - Social prejudices	● Encourage SIB improve working condition to create safe and convention working condition for workers with disability ● Train on DEI for intermediaries and SIBs networks ● Introduce supporting policies related to SIBs focused on people with disability (via SIB Hub Newsletter) ● Raise the public awareness on the SIBs' products/services and its social impacts created by PWD
SIBs led by/for ethnic minority people (EM)	

- Some EM workers lack labor discipline, commitment, and labor contracts; limited communication due to differences in culture, customs, and language; - Limited access to technology, e-commercial	• Update the training content on working regulations and disciplines, and related policy supporting for SIB working with more EMs, such as “Entrepreneurs culture at a gender lens” or "Internal operation under gender lens" or "gender and 5 S" • Give priority for women/EM women on to participate in training course with topics on technology, e commercial. • Introduce supporting policies related to SIB focused on EM people
SIB led by or worked with more gender-diverse people	
Facing social discrimination	Update the training content and join communication campaigns of the UN in Viet Nam on sexual harassment prevention, code of conduct, and against discrimination in all its forms.

ANNEX 4: CLIMATE CHANGE AND ENVIRONMENT (CCE) GAPs OF SIBs AND PROJECT

INTERVENTION IN 2023

GAPs	INTERVENTION 2023
Some SIBs are not interested in CCE yet, not aware of business responsibilities and opportunities for CCE issues	- Integrate CCE-related criteria for selecting benefited SIBs to encourage SIBs to focus more on CCE issues in their businesses and proposals. - Raise awareness of the supported SIBs and intermediaries, SIB networks on the responsibilities and opportunities of them on CCE
Some SIBs are interested in CCE but lack knowledge, skills, network for collective innovative activities, lack of resources for developing CCE adaptation, resilience products/services	- Provide guidelines on related CCE topics for SIBs and intermediaries networks - Integrate related CCE topics (e.g., <i>reducing greenhouse gas/carbon emissions</i>; climate services, climate-resilient income-jobs creation for women and vulnerable groups; sustainable commodity production and manage environmental risk; <i>ecosystem restoration</i>; innovative adaptation

	products and services for climate resilience; green-grow, circular economic; avoiding single-use plastics) into capacity building, awareness raising, technical support of intermediaries' service for SIBs - Ensure SIBs plan for transforming business model/new service/product to recovery after COVID-19 that integrated CCE issues. - Connect SIBs with CCE resilience networks for collective innovative activities and supporting resources
Missing some CCE-related guidelines for data collection for M&E system	- Share good practices on CCE to the SIB network - Provide guidelines/reporting templates for SIBs and intermediaries, and contractors to collect CCE data for the M&E system

ANNEX 5: SIB INITIATIVES FOR INTEGRATING GENDER AND ENVIRONMENTAL ISSUES INTO THEIR BUSINESS ACTIVITIES

All SIBs in the Adaptation Program have integrated gender considerations into their business models and the six-month plans for developing new products. Some notable gender integration activities in the business operations of the SIBs in 2023 such as:

Lien Minh Xanh: Increased income, collective participation, discussion for 500 ethnic minority cooperative farmers/members (50% women) through procurement contracts with women-focused cooperatives; have communication and marketing strategy promoting responsible consumption and the use of sustainable raw materials; promoted women to the company's leadership; revised recruitment policies to prioritize women and hired two additional female employees.

Phu Vinh Plastic: Created 26 job for local women aged 40-50. Established a friendly, equal, and respectful working environment for employees (providing and guiding access to the Internet, and smartphone for entertainment during breaks); understood employees' family circumstances to provide appropriate support; increased worker's income by 12.5% per month compared to the same period in 2022 through process improvements, digitalizing collection work, reducing waste, and creating a basis for increasing income and benefits for

employees; made payment documents transparent to motivate over 100 waste collection facilities and plastic waste pickers (70% women).

Palmania: Increased farmers' income by 2-2.5 times (9/14 women; 12 Khmer people); supported farmers' children in continuing their education; emphasized the role of women in the family (ethnic minority women also being the main labor force). Created four new jobs for local workers (two new jobs for illiterate Khmer women in the workshop and two interns) and collaborated with ten additional farming households.

Real Bean Coffee: Connected with over 100 affiliated farming households and created 15 jobs in three locations, with over 50% women; increased household income by 30-50%; participated in the 2023 Fundraising Program for Children and Poor Students with Investment Newspaper; organized three programs for farmers to visit and learn about organic production models and training.

SBC Hoàng Gia: Created a production model and diversified models to increase livelihoods for nearly 100 highland households (30% ethnic minorities) from ginseng (estimated at 110 million VND/ha) and harvesting ginseng flowers, along with associated services such as tourism; improved the capacity of female staff through training and consulting on building shops on e-commerce platforms, operating e-commerce platforms, and legal advice for the company; enhanced the working environment at the new location; clearly allocated work positions, provided full equipment, and maintained a clean environment daily. Salaries, bonuses, and benefits are evaluated according to the 3P model – position, competency, and job performance, ensuring equal opportunities for everyone to improve their income by enhancing their capabilities.

SSVN: Approximately 73.2%-77.4% of SSVN's service recipients are women aged 18-44. The company offers flexible working hours, allowing employees to work remotely, especially prioritizing pregnant women and those with young children; prioritizes opportunities for employees to participate in professional and leadership development programs (increased leave to participate, priority job arrangement, and support of 2 million VND/year for participation in optional capacity development programs outside the company's offerings). Created jobs for diverse gender workers, helped reduce school injuries with 60 participating

teachers; organized offline and e-learning child drowning prevention awareness programs for over 400 parents.

BH.nong: Female workers are provided a comfortable working environment with additional nap rooms. They are free to propose solutions to improve production processes; recently invested in infrastructure, expanded the processing and office areas; female employees are trained in food safety and hygiene and the use of machinery in production to improve work efficiency; promoted the cultural values of ethnic minorities in Quang Nam to customers and the spirit of preservation. The company's media image is associated with ethnic minority people (costumes, scenery, language).

Fuwa Biotech: Created more jobs for local workers; provided income for the sales system with 90% being women; helped customers avoid dependence on harmful industrial cleaning chemicals, protecting family health; changed consumption habits towards a green lifestyle.

Kolia Cao Bang: Provided spa services for both male and female customers, personalizing services according to customer needs; employed both male and female staff, prioritizing female and ethnic minority workers; preferred cooperation with enterprises that have social impacts or partners that support gender equality and sustainable environments; used gender-equal images and language in communication; ensured a non-discriminatory, equal working environment: provided meals and accommodation for distant workers; fully paid social insurance for workers; cared for workers' welfare with mid-shift meals and overtime work.

Nghị Lực sống: People with disabilities, after vocational training at Nghị Lực Sống, are provided jobs with an average minimum salary of 5 million VND/month, allowing them to be economically independent and self-reliant in daily life, contributing to their families and society.

Thinking Playground: Encouraged female participation in experiential activities and design; established regulations on preventing sexual harassment, domestic violence, and all forms of discrimination; ensured no unilateral termination of labor contracts during pregnancy or maternity leave; no night work, overtime, or distant business trips during pregnancy; allowed breastfeeding women to leave 15 minutes early compared to company working hours.

T-monitor: Completed and trained staff on the “Gender and Code of Conduct” documentation. Protected employee health and focused on improving work productivity.

SokFarm: Increased the economic value of coconut farming households by 3-5 times, providing stable income and poverty alleviation for 35 farming households; created stable jobs for 38 factory workers (60-70% Khmer people and 70% women); created a dynamic, civilized, and creative working environment; attracted young people who studied in big cities to return to their hometown to work; organized two days of training to enhance the value of women in the coconut nectar chain; helped women balance their status with their husbands in the family; prioritized purchasing coconut nectar from households with women involved in the nectar collection process.

We Grow: Organized a gender diversity training session for employees; implemented an internal culture and conduct code with customers and partners; established regulations on preventing sexual harassment, domestic violence, and all forms of discrimination; allowed breastfeeding women to leave 130 minutes early compared to company working hours; trained 55 employees on gender equality, including internal conduct culture, with customers and partners; preventing sexual harassment, domestic violence, discrimination; women’s labor rights in the company, leading to positive changes in awareness (individual rights), skills (self-defense), and practicing appropriate conduct culture; provided sex education for children, parents, and teachers, building healthy relationships and attitudes of confidence, kindness, and respect for oneself and others.

Yen Cong Cooperative: Female workers are provided a comfortable working environment. They are free to propose solutions to improve production processes. Female workers work in a safe environment, with jobs suitable for their health and professional skills. They receive equal pay and bonuses as male workers and holiday leave as regulated by the state. Female workers are entitled to maternity benefits when having children. Expanded the working space to help workers move more comfortably, added more personal storage space; created jobs and increased income for women in difficult circumstances, contributing to rural poverty reduction.

Dao's Care: Employed and trained disadvantaged people, people with disabilities, and ethnic minorities in developing and implementing new service packages; trained and monitored compliance with the code of conduct for trainees and workers, focusing on preventing sexual harassment and ensuring equality in the workplace; respected workers and customers, especially disadvantaged workers; trained employees to handle situations involving harassment or sexual abuse at work; enhanced cultural and ethical standards with customers using services at the spa.

Minh Hong: Collaborated with 142 local women to guide households in fermentation techniques and production methods using available materials; guaranteed to purchase all qualified semi-finished products.

Hope Box: Eight female employees participated in business operations and product R&D. Twenty women from the Lanh Tr  ng Cooperative earned additional income by supplying embroidery products to the SIB; developed a concept that incorporated stories about women to inspire resilience; published four articles on HopeBox's media channels about the first flower model, blending inspiring stories about women and conveying positive messages about gender-based violence; introduced products to international tour groups visiting HopeBox, embedding messages on environmental awareness and gender-based violence and equality.

Limart Zero Waste: 50% of the workforce are disadvantaged people; prioritized hiring disadvantaged people and encouraged franchise owners to employ disadvantaged workers; promoted confidence and dynamism among young disadvantaged workers; integrated a green living spirit and culture into the recruitment of sales collaborators and management teams; 100% of the current workforce and founders are female; office facilities are designed to be accessible for disabled workers (e.g., toilets with handrails, elevators, staircases with handrails); produced TikTok videos showcasing the pride of disadvantaged employees to convey a positive, cheerful, and inspiring image of disadvantaged people to customers.

Youth+: Developed solutions to help young people gain experience and increase job opportunities suited to themselves; incubated community-serving ideas and initiatives aimed at 17 SDGs for students through the SiL Social Innovation Launch competition.

Tài Thịnh Phát Cooperative: Promoted gender equality in linking households with husband and wife; encouraged women to participate in development models, creating jobs for wives, raising awareness among wives, and encouraging them to share with their husbands (on environmental protection and financial management).

Hichagol: Adjusted the tightness of bottle caps to make it easier for female customers to open; reduced the burden on female workers; provided supplementary meals to support workers' health during overtime; ensured maternity and insurance benefits for workers as regulated; regularly participated in charitable activities with the Association, contributing revenue from fairs to the Association's charity activities; supported scholarships for underprivileged students; encouraged the image of disadvantaged people in communication publications.

SIB initiatives for integrating environmental issues into their business activities

100% of SIBs in the Adaptation Program have integrated environmental and climate into their business models and product development plans. Some notable environmental activities are:

Phu Vinh Plastic: Implement PET (Polyethylene Terephthalate), HDPE (High-Density Polyethylene), and PP (Polypropylene) for reuse and recycling plastic collection models; research the recycling of PVC plastic materials; and strategically collaborate with Vietnam's leading plastic waste recycling units to enhance the value of plastic waste;

Palmania and Sokfarm: Preserve biodiversity through the cultivation and harvesting of native palm and coconut trees, contributing to climate change mitigation; Avoid the use of chemicals or additives **Phu Vinh Plastic** harmful to health in food production and processing;

Dat Foods: Efforts to reduce plastic waste in the environment: Encouraged customers to choose glass bottles and reuse them with a program offering a 3,000 VND refund for each returned bottle; Use environmentally friendly packaging solutions that can be reused multiple times.

Drase Travel: Slow tourism, deep experiences, leaving nothing but footprints; Minimize the use of plastic water bottles by providing glass bottles for tour customers; Eco-friendly transportation: Walking, cycling, and electric cars to reduce emissions; Develop an eco-friendly tourism framework for visitors in Hue; Reduce plastic waste, implement waste sorting at tourist spots, and use electronic QR code tickets instead of paper tickets.

Minh Hong: Use 100% natural materials from fruit (peels); Collect bottles from consumers and agents to minimize environmental waste and enable recycling of bottles and packaging under the brand. Reduce waste released into the environment. Utilize enzyme technology to extract chemical residues such as pesticides and herbicides from products, and re-test materials to ensure consumer safety.

Real Bean Coffe: Build affiliated farms based on sustainable, organic, and environmentally friendly criteria (no use of herbicides; establish multi-layered tree systems for natural cooling to reduce water irrigation and increase carbon absorption); use renewable energy (wind, solar) to replace wood-fired drying in processing and production; reuse by-products such as coffee husks and leaves as organic fertilizer; Use recycled materials for packaging (recycled paper packaging, refillable plastic bottles); encourage employees to use personal items like water bottles instead of single-use plastics; Use resources such as water, electricity, and materials efficiently, and optimize transportation to reduce emissions; Update and train staff on environmentally responsible practices.

Fuwa Biotech: Strongly commit to and implement a refill station program; Utilize discarded pineapple peels from factories to produce products; Reduce the production and consumption of new plastic bottles; Decrease plastic waste released into the environment; Promote sustainable consumption and production movements; Participate in circular economy activities and serve as a case study for training programs by the Vietnam Circular Economy Association and the Da Nang Business Incubator (DNES); Sponsor and support several social projects such as Greenbuilding and Fly to Sky. ,

Annex 6 - Communication products

- [Thank-you SIB Campaign Report](#) - A communications campaign implemented alongside with SIB Connect 2023 with follow-up activities to be completed in early 2024 to promote SIB Concept and highlight social and environmental impact by SIB
- [Policy advocacy communication campaign](#) was jointly implemented by the Agency of Enterprise Development (AED) under the Ministry of Planning and Investment (MPI) and the UN Development Programme (UNDP).
- [Media Coverage for Support programs for SIBs in 2024](#)
- [Media Coverage for SIB Connect 2024](#) - The annual social impact business ecosystem high-level dialogue and festival with hundreds of participants who are social impact businesses (SIBs), intermediaries, large corporations, impact investors, and policymakers.
- [Video on ISEE-COVID's Highlight](#)
- [Videos of Thank-you SIB Campaign](#)
- [Videos of Policy advocacy communication campaign](#)
- [Video on SIBs and Pioneering Enterprises](#)
- [Video on Better Impact TOT](#)
- [Communications Guidelines 2024](#)
- [Video about SIB Connect 2024 on VTV News](#)
- [Communication Plan 2024](#)
- [White Book Factsheet](#)
- [White Book 2023](#)
- [Project Factsheet 2024](#)
- [SIB Ecosystem Map 2024](#)
- ISEE-COVID Facebook: <https://www.facebook.com/duanhotrodoanhnghieptaotacdongxahoitaiVN>
- ISEE-COVID Website: <http://iseecovid.vn>
- ISEE-COVID YouTube channel: <https://www.youtube.com/@duanisee-covid>
- SIB Hub Facebook Group: <https://www.facebook.com/groups/1191561438263560>
- SIB Innovation Champion Launchpad: <https://www.facebook.com/sib.ftu.fiis>

- [UNDP in Viet Nam YouTube Channel on Social Impact Business](#)

Annex 7 - Sources used for this Annual report

- ISEE-COVID's Work Plan 2023, GEWE Strategic Plan 2023, 6-month Report
- Annual reports of BizCare, WISE, Angel 4 Us, Fiis, Green Hub, CSIP
- Annual reports of 28 SIBs in Adaptation and 09 SIB of Advanced Program
- SIB profiles 2023
- M&E Data

